

MAY 1, 1940



TWENTY CENTS

Sales Management

★ How that Diamond Is Branded on Walnuts — and on Mrs. America's Mind

★ Wanted: 50,000 Campaigns to Renovate and Streamline "Main Street"

★ Rise of Mechanized Farming Creates Huge Market for Gas, Oil and Grease

★ Visking's Wage Dividend Plan for Employees: What It Is, How It Works

★ Significant Trends — Advertising Campaigns — Future Sales Ratings

THE MAGAZINE OF MODERN MARKETING

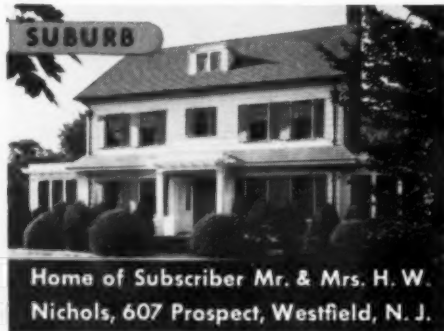
It's the LIFE they lead...

SUBURBAN

PEOPLE WHO LIVE LIKE THIS ARE SUBURBAN WHEREVER YOU FIND THEM



Home of Subscriber Mr. & Mrs. Chris Fox, 800 Mandana, Oakland, Calif.



Home of Subscriber Mr. & Mrs. H. W. Nichols, 607 Prospect, Westfield, N. J.



Home of Subscriber Mr. & Mrs. F. H. Sommer... in Chatham, New York

In the catalog of this workaday world you would find this scene under *Hardware*; but in the catalog of life you find it under *Happiness*!

For the man with the hoe is more than a harbinger of spring; more than a *poetic* symbol. He is a *practical* symbol of something rooted deep in humankind: the urge to re-create; to plant things, to see them bud and blossom; to be part of the miracle we call Life.

This Great Urge has nothing to do with size of lot or garden-plot. In big towns or small towns or in-between, you find these same Good Earthers: people who are attuned to the magic and mystery of Nature; who share this same hunger for things that are green and things that are clean.

And, wherever you find them, you find Better Homes & Gardens. Not only because it is acknowledged America's No. 1 Garden Authority but because it tells *everything* they want to know about *suburban* living!

Here are 2,000,000 above-average families to whom Home is the Big Thing; whose lives revolve around home, garden, children; who are eager to invest in happiness; who have the will to buy and the means to satisfy. Here, in short, is the garden gate-way to America's Biggest Suburban Home Market!

Meredith Publishing Company, Des Moines.





BETTER HOMES & GARDENS

MORE THAN 2,000,000 FAMILIES
AMERICA'S BIGGEST HOME MARKET



It's the BOOK they read



Sell these

Profit Half housewives
and you'll make money in New York

You can tell an advertiser lots of things about a market, but the one thing he wants to know above everything else is—*what's the best way to reach the women who buy the most?*

We can tell you that quickly about New York. A new study by the Houser Associates, independent researchers, contains the facts. Talking to 50,194 housewives in the high and medium income neighborhoods of the New York market, city and suburbs, Houser Associates learned that

221,840 housewives in the Profit Half of the New York market read **The New York Times** on weekdays;
414,180 housewives in the Profit Half of the New York market read **The New York Times** on Sundays.

Profit Half we call this part of the market in which **The Times** provides such a mass of quality circulation . . . because the housewives in this part of the market buy from 60% to 70% of the generally advertised products sold here.

Department stores recognize the strength of **The Times** among these women by using **The Times** for upstairs promotions (everything but bargain basement stuff) more than any other New York newspaper.

Concentrating its home influence among the women who buy the most, **The New York Times** concentrates advertising where it profits you the most. A telephone call will bring you the facts.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

ADVERTISING OFFICES • CHICAGO • DETROIT • SAN FRANCISCO • LOS ANGELES



Caboose

Not long ago T. Harry Thompson stuck out his neck in his "Scratch-Pad" department by saying, "I don't believe the (railroad) caboose has changed inside or out since the days of the wood-burner."

Promptly Frank J. Newell, of the public relations office of the Chicago, Milwaukee, St. Paul and Pacific Railroad, corrected the untraveled Mr. T. "That's what comes of living down East where nothing happens. Out this way the caboose has gone modern, along with our streamlined, high speed, air conditioned trains."

As if to reprove Behind-the-Times Thompson gently, Mr. Newell enclosed a picture and news story of how the Milwaukee Road remodeled its cabooses in 1937. The cupola on top from which brakemen watched for brake beams or truck parts dragging, or hot journals, was replaced by side bays plus a lot of improvements. Higher box cars obstructed the view from the old cupola. The new type is more comfortable for train crews also. "But we didn't stop there," said Mr. Newell. "In 1939 we turned out in our own shops in Milwaukee a fleet of 75 steel cabooses. We are building 25 more this year." He enclosed a picture of these, too—which is reproduced.

Mr. Thompson is now ready to admit that every railroad from the Siberian, Turkestan and Vladivostok to the Tallulah Falls of No. Ga. & Western N. C. (stops anywhere if you holler at Engineer Thad McLeod) has a super-modern caboose. So you other railroads don't write him reproof and "me too." Save your stamps.



If T. Harry got around, this is what he'd see.

The Rising Son — Columbia's Stepchild

The unsuspecting listener who tunes in, for the first time, on CBS's Station WABC between 6:35 and 7 a.m., is likely to receive a shock. That is, if he has delicate sensibilities. For he will hear a mocking voice telling him to "Turn off the radio, go back to bed like a decent citizen," and otherwise berating him and reminding him he's silly to listen, and, in fact, silly to be up at such an unearthly hour.

The mocking voice belongs to Larry Elliott, who had a seven-year career with CBS, with such advertisers as Frigidaire, Packard Automobiles, Westinghouse, Studebaker, Jell-O and Ford, before he was "demoted" to the status of the station's No. 1 Stepchild. "My big opportunity, given me after seven years of service to this outfit . . . relegated to the morning hours and the playing of phonograph records," he tells listeners indignantly.

Listeners not only grin and bear "Rising Son" Elliott's cynical grouching; they grow to love it. And at the rate of about 1,000 a month, they write to him for the license which he tells them they need: "Anyone who is silly enough to listen to this program needs a license." It's a neat piece of literature, illustrated with two pictures of "Son" Elliott, one showing him happily laughing, before he was assigned his early morning stint; and the other as he is today, superimposed on an alarm clock, with a weary hand propping his head up before the microphone.

There's an undercurrent of realism in Mr. Elliott's grumblings, for he objected violently when he was appointed m.c. for the early morning program. He never did like getting up early, he argued. He was acting as announcer for several other CBS shows, and he had quite a bit of evening work—how could they expect him to stand up under such a schedule? But Columbia executives told him he was "the type" to put the program across. To this he replied that if he were forced to talk into the mike at an early hour, he would not be able to hide his real feelings—no telling *what* he might say. His superiors told him to go ahead. He took them at their word, hoping to be relieved of the assignment.

But listeners found his cynicism a refreshing antidote for the "sweetness-and-light" pap they are so often offered in the morning, and they loved his stabs at his employers. So he has continued out-grumbling the most confirmed grouch, his philosophy being summed up in: "If you're silly enough to get out of a nice warm bed at this ungodly hour, it's your fault . . . don't expect me to entertain you . . . I'm tired too."

Working without a script, Mr. Elliott draws on his own experiences for material, one of his best themes being the difficulties of getting to work so early in the morning. This is, of course, a subject on which his large audience, mainly commuters, is in agreement with him. There was the day on which he percolated water alone, having forgotten to put in the coffee. On another sad occasion, he found the coffee can empty, his wife having forgotten to order a new supply. After moving to a new home in Westchester, he suffered from the cold three mornings because the railway station was still unopened at the early hour when he had to take the train to New York. This gave him a rare opportunity for a hymn of hate against the railroad. On the fourth morning he found the station open and a hot fire blazing.

To get his morning paper, he was obliged to carry a razor, to cut the heavy cord tying the stack left for the news dealer. When he found the stack bound with wire, he took the act as a personal affront—but he adapted himself to it by carrying a pair of pliers for cutting the wire. Of course, he always left his pennies for the news dealer.

Here are some examples of typical Sourpuss Elliott's patter: "If enough of you will turn off the radio and go to bed, they'll soon take me off this assignment so I can get some sleep. . . . This is the longest half hour in radio, designed to lose listeners and alienate friends, and discourage sponsors. . . . In the middle of the night, we present 'Americans at Work.' . . . Due to operating difficulties beyond our control, the following program is presented. . . . The program scheduled to be cancelled at this time will now be heard. . . . Columbia presents—the pursuit of unhappiness."

Though he selects the musical records he plays, he has been known to cut one short when it doesn't suit his mood. He has even broken records into bits. Sometimes he accompanies a musical selection with a bit of his own harmony or whistling; more often he makes mocking remarks *sotto voce*. He makes quite a bit of fuss about the time, telling it frequently for the benefit of his

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A BLOODHOUND with every ad

ONE of the greatest problems of the national advertiser is to reap the full benefit of his own advertising himself, and not have from 10% to 40% of its productiveness go to his competitors.

Sales are lost all too often because the newly-created prospect does not know which dealer to visit, tires of trying to "bloodhound" your product in this store and that, and then either gives up the chase or succumbs to "something just as good."

Any advertising can create a desire for a product and make the customer go out and ask for it—but newspaper advertising tells the prospect *where* to buy while she is interested in *your* product.

Newspaper advertising turns prospects into actual customers, because it can include local tie-ups or list local stores where people can see the product itself, have it demonstrated, try it, *buy* it.

The Milwaukee Journal will take your advertising into more than *four out of five* homes in Milwaukee and the suburbs; reach more families here than a dozen national magazines combined or any radio program you can put on the air; send more pros-

pects out to ask for your product and *complete* more of the sales that it starts. The cost per sale, or per 1000 families reached, is lower than any other medium you can use to sell Milwaukee.

If you aren't telling your Milwaukee and Wisconsin prospects *where to buy*, if you aren't getting all of the *plus values* that only newspaper advertising can give, you are losing a lot of customers—and ought to do something about it.

ARE YOUR DEALERS UNKNOWN?

A survey was made in several SMALL cities to learn what percentage of consumers could name the local dealer handling various advertised products. Here are the results, omitting brand names:

Product	Did NOT Know Dealer	Product	Did NOT Know Dealer
Varnish	81%	Heaters	81%
Underwear	87	Vacuum Cleaners, 74	
Hosiery	82	Mattresses	73
Washing Machines	80	Linoleum Rugs...	62
		Flour	73



The MILWAUKEE JOURNAL

National Representatives—O'Mara & Ormsbee, Inc.

HOUSTON *has* MORE MONEY

*to Spend for Your Products
Than Any Other Southern City*

1 st in the SOUTH
IN TOTAL EFFECTIVE BUYING INCOME
1 st in the SOUTH
IN MAJOR CITY INCOME TAX RETURNS PER 1,000
1 st in the SOUTH
IN PER CENT NATIONAL BUYING POWER
1 st in the SOUTH
IN BUILDING CONSTRUCTION
1 st in the SOUTH
IN NEW CAR SALES
1 st in the SOUTH
IN NUMBER OF \$1500 PREFERRED FAMILIES
1 st in the SOUTH
IN AVERAGE BUSINESS WAGE RATIO TO U. S. A.
Authority: Sales Management

PEOPLE PLUS MONEY make markets . . . not just people alone. Houston has people . . . and Houston's people have money. Ranking third in the entire United States in Effective Buying Income Per White Family, Houston is that rare kind of Volume Market where selling costs are low, profits high. You can sell it in Houston!

★ ★ ★ ★ ★ THE CHRONICLE *Sells* HOUSTON ★

Houston's First Newspaper is The Chronicle . . . the largest daily in Texas . . . morning or evening.

PREFERRED by readers and advertisers, The Chronicle has led both other Houston newspapers in circulation for 28 years; in advertising for 27 years. The Chronicle gives you the most complete coverage of the Houston market at less cost than any other paper. The Chronicle sells Houston.

THE HOUSTON CHRONICLE

*First In Circulation and Advertising
For Over a Quarter Century*

R. W. McCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representative

TO SELL HOUSTON—BUY CHRONICLE

hurrying audience. Another favorite topic is the weather, predictions presumably based on evidence gained by having the engineer hang his big toe out of the window.

Response to the program proves that some of our best people get up early. Fan mail comes from persons in all walks of life, from bankers to day laborers. Walter Winchell wrote in his column, "Orchids to that comical geezer and his nimble nonsense on WABC." Colonel Theodore Roosevelt requested licenses for himself and his wife, fearful lest the "hurry-up wagon" back up to their house—"so undignified for grandparents"—because they had committed the sin of listening without licenses.

The popularity of the "Rising Sun" program led WABC to offer 100-word announcements to advertisers, the first time the station ever sold spot announcements.

Hotel Grub

Most people who dine in good American hotels like their grub plain. They care a lot more for chowder, baked beans, hamburger and apple pie with ice cream than they do for petite marmite soup, supreme of sea bass bonne femme and couronne of glace fruitiere or bombo nelusko with petite fours. Apple pan dowdy outsells French pastry three to one.

The Hotels Statler have already found this out. Now they are working a plan by which they conduct a continuous research to learn even more. For one thing they are questionnairing their dining room customers. They get a lot of votes registered for baked beans Boston type (with molasses) versus New York type (with salt pork) versus Mexican style baked beans; corn bread with sweetening and yellow meal versus unsweetened with white, water-ground meal; chowder with tomatoes or with milk; biscuits of the light, fluffy northern type versus southern beaten biscuits; cole slaw of the New England variety with cold boiled dressing as against Pennsylvania slaw with hot sauce—and so on.

For another thing, this hotel chain is collecting favorite recipes from the kitchens of Maine, Ohio, Oregon, Texas, Georgia and way stations. These will all be tried out in the new Statler research kitchen on the roof of the Hotel Pennsylvania in New York, whence the best ones go to all hotels in the chain.

The net result, Mrs. E. M. Statler, chairman of the board, hopes, will be a continuous rise in sales. Thus even a hotel chain resorts to customer research to improve its product.

Doorbell Ringers

Seattle Associated Grocers' Cooperative links a radio program and a direct-to-consumers approach and gains plenty of wholesome publicity.

During its Sunday afternoon half-hour on the air four young women, wearing caps labeled "Shurfine," ring doorbells in certain sections of Seattle. If a householder answering the ring has a "Shurfine" coffee bag on hand he—or she—gets a crisp dollar bill. (Shurfine is, of course, a brand of coffee featured by the association.) When a bill is presented, the recipient's name is phoned to the radio station and announced on the program.

Whether or not there is a Shurfine bag in the house, the girls have a chance to say a few words about its excellence, but they must work fast. They try to ring as many doorbells as possible during the broadcast.

Titled "I Want a Job," the latter is of an unusual type. Histories of applicants in the files of the Washington State Employment Service are studied and six or seven applicants are interviewed on each program. Out-of-the-ordinary jobs and professions are mixed in with stenography, bookkeeping, etc. Furriers, gardeners, house painters, and even a professional flag pole sitter have explained their qualifications and experiences on the program. An average of two jobs has been secured by applicants on each broadcast.

Ben Henefer, an executive of the grocers' association, reports that many business men have written in to comment on the manner in which the doorbell ringing could be adapted to sampling in conjunction with other radio periods. He has no patent on the idea, but is entirely satisfied at its results for his organization.

**FOR
MAXIMUM
PROFIT . . .**

**SELL
ALL 3**

**DIVISIONS
OF THE
INDIANAPOLIS
MARKET**

\$330,478,000
(INDIANAPOLIS)

\$194,695,000
(TRADING AREA)

\$438,117,000
(RADIUS)

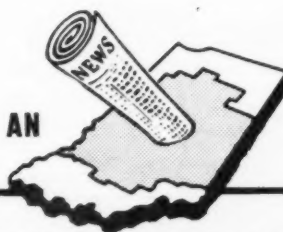


The Indianapolis market is comprised of three important consumer groups: the city zone with 34% of the market's buying power, the trading area with another 21% and the outside Radius with 45%. Combined, they make up a market of 504,100 families having a spendable income of approximately \$963,000,000 annually.

If you want maximum sales and profit, you must sell all three divisions. This, The Indianapolis News does for you, without waste, for a single advertising investment. It's the one newspaper that effectively reaches the entire market daily. Use it!

**THE
INDIANAPOLIS
NEWS**

THE ACTION PAPER IN AN



ACTIVE MARKET

New York: Dan A. Carroll, 110 E. 42d St. Chicago: J. E. Lutz, 435 N. Michigan Ave.

Sales Management

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Corrections in April 10 Survey of Buying Power

The following errors, mostly typographical, have been discovered in the Survey of Buying Power:

Pages 28 to 56: The city of Lancaster, Pa., now has a newspaper carrier limit or city-zone population of 105,421 and should have been included in these tabulations of the 100,000 group of cities and city-counties.

Page 56: The correct retail sales figure for Omaha (in 000's) is 90,330 which would give it 41st position and the correct figure for Dayton is 80,545 which would give it 49th position.

Page 66: Correct Buying Power Index figure for the state of Vermont is 100.

Page 70: Because of a misplaced rule between "Percentage of U. S. Effective Buying Income" and "Per Family Buying Income" the eight Connecticut counties have fantastic per family figures. Correct Percentage of U. S. A. figure for Fairfield is .4356. Correct per family figure is \$3,134. The dividing rule should be drawn down the page one decimal to the right.

Page 184: The same printer's error occurred in the case of Iowa counties on this page as happened in Connecticut. The dividing rule between percentage of U. S. and per family income should be moved one space to the right.



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"And you were the fellow
who wanted to be shown
executive reaction!"

"Well, Bob, NEWSWEEK showed
me, all right! And the adver-
tising department tells me
that 69 new advertisers used
NEWSWEEK during the first 4
months of 1940."*



* High quality circulation and a substantial bonus, are among reasons
why new advertisers are continually enlarging NEWSWEEK's roster.

The *quality*: 88.9% of NEWSWEEK's audience are in business, execu-
tive and professional categories.

The *bonus*: Although current delivery is in excess of 400,000, rates
are still based on a 375,000 guarantee Now it's NEWSWEEK!



You don't

**"Wise advertisers are spread
need am**

*to do a national
advertising job on the Blue,
says ROY WITMER,
NBC vice president*

**Executives of Canada Dry, Adam
Hats, Andrew Jergens Co. and many
other top-notch Blue Boosters agree
...the Blue provides "Money Market"
coverage at a low national cost no
other medium can match!**

Coming down on the train the other morning, Roy Witmer was chinning with fellow-commuter Ed Hitz, who assists him at NBC. "You know, Ed," he said, "I hear more and more nice things about the Blue Network every day. Advertisers using it are really Blue Boosters."

Right, Mr. Witmer! Smart advertising men who buy radio to make sales know the Blue is an outstanding buy. And while that's important to us, it's even more important to you. Because their opinion stems from increased product profits and sales.

These canny buyers of advertising know from practical experience that it doesn't take a million dollars to do a national selling job on the Blue. They discovered the Blue's "Money Market" coverage came at the lowest cost of any advertising medium—something no buyer should overlook!

There are 45 advertisers who are taking advantage of the low-cost selling advantages of the Blue. They'll tell you it's

are spreading the word...

million

1940's best advertising buy. Its low national cost, the result of the famous Blue Network Discount Plan, enables the size of your network to expand with your business. Its coverage is concentrated in the markets where 72% of the country's effective buying power is located.

Ask any Blue Network user if you want enthusiastic proof that sales begin where the Blue begins! 70% of them came back in '39 after a successful '38. 17 new ones joined the ranks last year. May we tell *you* how the Blue can tonic up *your* sales for less than \$5,000* per nighttime half hour? National Broadcasting Company. A Radio Corporation of America Service.

*Time only, of course.



After an "Adam Hat Sports Parade" broadcast at Madison Square Garden several weeks ago, NBC salesman Ren Kraft (left) and Adam Hat ad manager, Leon S. Goldberg, went to a nearby eatery. Milk-toasted Mr. Goldberg: "To the Blue Network. The best and most inexpensive large-scale salesman I have ever known." And that's why 70% of the Blue's advertisers came back for more in '39... why 17 new ones signed up.

MAY 1, 1940



These cheery smiles belong to J. M. Mathes, head of Canada Dry's Ad Agency; Milton Cross, NBC Announcer; Major Lenox Lohr, NBC President, and Roy W. Moore, Canada Dry President. Mr. Moore, whose Canada Dry "Information Please" needs no introduction and whose increased sales need no publicity, considers the Blue Network "the sweetest buy we ever made."



Here's NBC's Ken Dyke being buoyed up by the comments of Andrew Jergens Company's v.p. Bob Beucus (left) who said, "The Blue's the buy for me. It's done a swell job for Jergens and gives us 'Money Market' coverage at a low cost nothing else can match." And that's agency v.p. handsome Bob Orr in center, of Lennen & Mitchell, who handle Jergens' Walter Winchell program.

NBC BLUE NETWORK
Sales thru the air with the greatest of ease

Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for May, June & Jul.	Sales Prospect for Next 12 Months		Sales Prospect for May, June & Jul.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Luggage.....	★★★★	★★
Air Conditioning.....	★★★★★	★★★★	Machine Tools.....	★★★★★	★★★★★
Airline Travel.....	★★★★★	★★★★★	Machinery (Agr'l).....	★★★★★	★★★★★
Airplane Sales.....	★★★★★	★★★★★	Machinery (Ind'l).....	★★★★	★★★★★
Automobile Sales.....	★★★★★	★★★★	Meats.....	★★★★	★★
Automobile Tires.....	★★★★	★★	Metal Containers.....	★★	★★★★
Baking (General).....	★★	★	Motion Picture		
Banks (Revenues).....	★	★★	Receipts.....	★★★★	★★★
Beer.....	★★	★★	Musical Instruments.....	★★★★	★★★★
Building Materials.....	★★★	★★★	Office Equipment.....	★★	★★★★
Candy & Chewing Gum.....	★★	★	Oil (Cooking).....	★	★
Canned Fruits and			Paint.....	★★★	★★
Vegetables.....	★★★	★★★	Paper (Newsprint).....	★★★★	★★★
Cereals.....	★	★	Paper (Wrapping and		
Chemicals (Misc.).....	★★★★★	★★★★★	Container).....	★★★★	★★★
Cigarettes.....	★	★	Photographic Supplies.....	★★★★	★★★★
Cigars.....	★	★	Plastics.....	★★★★★	★★★★★
Clothing (Men's, Wo-			Printing and Publishing		
men's & Children's).....	★★★	★★★	Equipment.....	★★	★★★
Coal (Anthracite).....	★	★★	Radios.....	★★★	★★
Coal (Bituminous).....	★★★	★★★★	Railroad Equipment.....	★★★★	★★★★
Cosmetics.....	★★	★★★	Railroad (Net Income).....	★★★★	★★★★
Cotton Textiles.....	★★★	★★★★	Refrigerators.....	★★★★	★★
Dairy Products.....	★	★	Restaurants.....	★★★★	★★★★
Department Stores.....	★★	★★	Rural Stores.....	★★★★	★★★★
Diesel Engines.....	★★★★★	★★★★★	Security Financing.....	★	★
Drugs and Medicines.....	★★	★★	Shipbuilding.....	★★★★★	★★★★★
Electrical Equipment.....			Shoes.....	★★★	★★★
(Heavy).....	★★	★★★★	Silk Textiles.....	★	★
Electrical Equipment.....			Soap.....	★★★	★★
(Light).....	★★★★	★★★★	Soft Drinks.....	★★★	★★★★
Exports.....	★★★★★	★★★★★	Sporting Goods.....	★★★★	★★★★
Flour.....	★	★	Stationery (Commer'l).....	★★★	★★
Furs.....	★★★★★	★★★★★	Steel and Iron.....	★★★★	★★★★
Gasoline and Oil.....	★★★★★	★★★★★	Sugar.....	★	★
Glass and Materials.....	★★★★	★★★★	Surgical Equipment and		
Groceries.....	★	★	Supplies.....	★★	★★★
Hardware.....	★★★★	★★★	Synthetic Textiles		
Hotels.....	★★★★	★★★★	(Rayon, Nylon, etc.).....	★★★★★	★★★★★
HouseFurnishings(Floor			Television.....	★★★★★	★★★★★
Coverings, Furniture,			Toothpaste and Mouth		
Beds, etc.).....	★★★	★★	Washes.....	★	★
Household Products			Toys and Games.....	★★★	★★★
(Kitchenware and			Trailers (Autos).....	★	★
Miscellaneous).....	★★	★★	Travel (Domestic).....	★★★★★	★★★★★
Imports.....	★★	★★★	Travel (Sea).....	★	★
Insurance (Life).....	★★★	★★	Trucks.....	★★★★★	★★★★★
Jewelry.....	★★★★	★★★★	Utilities—Electric.....	★★	★★
Laundry.....	★★★★	★★★	Utilities—Gas.....	★★	★★★
Liquor (Alcoholic			Utilities—Telegraph.....	★	★
Beverages).....	★★	★	Utilities—Telephone.....	★★	★★
			Washing Machines.....	★★★	★★

PREPARED BY PETER B. B. ANDREWS, economist of H. Hentz & Co., New York, and specially copyrighted by SALES MANAGEMENT, INC. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

Foreign and Domestic Orders to Rise; Farm Income Nearing 1929

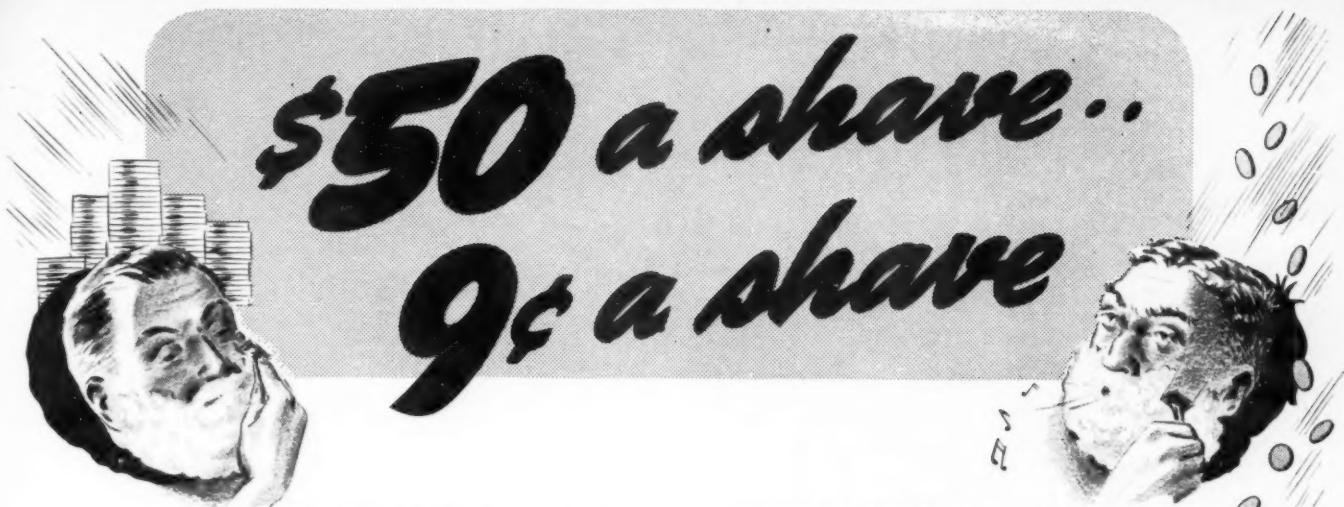
New orders in heavy goods lines are now turning upward, following the consumers' goods trends, where in some instances buying is reported in excess of current production. These trends are the normal experience of a period of business upturn, with improvement in the durable goods lines following betterment in the consumers' lines. The aggregate new orders flow at the present time is more than half way between the level prevailing immediately preceding the outbreak of war and the war high.

Recent developments abroad have driven home the serious nature of the war and can hardly fail to convince many manufacturers, distributors and consumers of the desirability of maintaining at least moderately larger inventories. Advancing commodity prices likewise serve to stimulate expansion rather than reduction of inventories, which in recent months have been cut down considerably faster, on a ratio basis, than in any comparable period during the World War.

European Demand Growing

Gradually accumulating inflationary pressure abroad represents an added stimulating force that is bound to affect our economy sooner or later. In spite of everything that has been said about the need for avoiding inflation in financing the war, the Allies are planning to provide large sums through borrowing. France especially is negotiating huge sums, following heavy borrowing from the Bank of France, while Britain likewise is swinging its tremendous financial organization squarely behind the war. Commodity prices in these countries and elsewhere abroad are moving steadily upward, and as the war increases in intensity and more men are called away from productive activity, the United States must be depended upon for more goods. There seems little question currently that our exports for 1940 may rise about \$1,500,000,000 over the \$3,177,000,000 of goods we sold abroad in 1939.

Another factor likely to enliven substantially the general business trend this year is farm income. The jump in farm appropriations by the Senate now makes reasonable an estimate of about \$9,000,000,000 income, a gain of about \$500,000,000 over 1939 and the highest such income since 1929.



As G. W. WORTHINGTON, JR. scraped the face that launched a thousand tractors a week, he used time valued at \$50 by his company. Yessir, he's worth \$100 an hour to his company, but he likes that half-hour each morning with his razor.

"BEANS" KASONOVIC couldn't launch a gherkin with his lop-sided mugg, but down at the pickle works they pay him 36c an hour—or at the rate of 9c for the minutes he hacks away with a razor. Results are clean enough so that he may move up to be slicer in the better "fancy mixed" department.

WITHOUT SPLITTING HAIRS it is obvious that G. W. and BEANS are in highly different income brackets.

But they BOTH buy blades!
And they probably are BOTH customers for your product.

From the man who fingers a gold piece at a director's meeting to the fellow who squints into his pay envelope, almost everyone is a prospect for most of the things that are for sale! And the paper that does the best job—gives you the MOST daily coverage of EACH and EVERY income group in the fabulous Los Angeles A. B. C. City Area—is your best bet in Los Angeles—where the per capita retail sales are higher than in any of the larger U. S. cities!

THE EVENING HERALD AND EXPRESS GIVES YOU MOST AND BEST OF THE FOURTH LARGEST MARKET IN U. S.

THE 4-A SURVEY
Percentages of A.B.C. City families reading the dominating Herald and Express:

AA 85.0%	B 48.8%
A 65.7%	C 41.6%
BB 53.8%	D 24.6%

Leadership
IN ALL
INCOME GROUPS

The recent 4-A readership survey proves conclusively that The Evening Herald and Express covers EVERY income group in the A. B. C. City Area better than any other Los Angeles daily. This highly concentrated area

accounts for 70.3% of Los Angeles County's population, which in turn has 72.3% of all the people in Southern California. Here, where you have a BIG market, The Herald and Express delivers 50,000 MORE circulation than ANY other local daily!

**LOS ANGELES EVENING
HERALD AND EXPRESS**

REPRESENTED NATIONALLY BY PAUL BLOCK AND ASSOCIATES

Current Effective Buying Income

Sales Management High-Spot Cities

State & Section	Current Month's Relative Change from 1939 as Ratio of U. S. A. Change	Per-Family Annual, 12 Months to Date	Gain, in Millions of Dollars over Previous 12 months	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent	State & Section	Current Month's Relative Change from 1939 as Ratio of U. S. A. Change	Per-Family Annual, 12 Months to Date	Gain, in Millions of Dollars over Previous 12 months	3-Month Forecast (1) ★ Fair ★★ Good ★★★ Excellent
Connecticut.....	104.4	\$3,000	29.82	★★★	Maryland.....	105.5	\$2,704	27.38	★★★
Maine.....	100.2	2,113	7.00	★★★	North Carolina...	101.7	1,549	17.64	★★
Massachusetts.....	100.0	3,031	57.70	★★★	South Carolina...	112.9	1,382	16.63	★★★
New Hampshire.....	91.8	2,074	2.45	★★	Virginia.....	103.3	1,800	22.32	★★
Rhode Island.....	93.5	2,796	2.30	★★★	West Virginia.....	106.8	1,734	19.50	★★★
Vermont.....	97.7	2,267	2.20	★★	S. Atlantic.....	102.0	1,891	128.88	★★★
New England.....	101.9	2,829	101.47	★★★	Alabama.....	107.4	1,050	14.57	★★
New Jersey.....	99.1	2,829	46.61	★★★	Kentucky.....	102.5	1,314	11.06	★
New York.....	94.4	3,262	91.74	★★	Mississippi.....	91.2	760	2.14	★
Pennsylvania.....	103.7	2,583	166.20	★★★	Tennessee.....	98.0	1,507	8.96	★★
Middle Atl.....	101.7	2,947	304.55	★★★	E. S. Central...	101.4	1,182	36.73	★★
Illinois.....	100.0	2,438	87.74	★★	Arkansas.....	98.0	1,142	6.92	★★
Indiana.....	101.4	1,952	38.57	★★★	Louisiana.....	93.2	1,520	3.67	★
Michigan.....	105.1	2,631	75.75	★★★	Oklahoma.....	101.2	1,689	14.09	★
Ohio.....	100.3	2,380	86.99	★★★	Texas.....	97.5	2,063	39.33	★
Wisconsin.....	96.5	2,349	19.82	★★	W. S. Central...	101.3	1,756	64.01	★
E. N. Central...	102.1	2,383	308.87	★★★	Arizona.....	105.3	2,076	1.96	★
Iowa.....	109.0	2,114	17.25	★★	Colorado.....	96.3	2,038	3.89	★
Kansas.....	100.0	1,695	17.78	★★	Idaho.....	106.1	2,141	6.30	★★★
Minnesota.....	103.2	2,571	35.05	★★	Montana.....	129.0	2,256	14.36	★★★
Missouri.....	95.1	2,032	24.51	★★	New Mexico.....	92.4	1,785	.88	★★
Nebraska.....	106.6	1,725	11.60	★★	Utah.....	110.3	2,227	8.25	★★★
North Dakota.....	131.4	1,758	14.88	★★★	Wyoming.....	105.5	2,753	2.62	★★★
South Dakota.....	96.5	1,759	12.20	★★★	Mountain.....	102.1	2,176	39.18	★★★
W. N. Central	102.0	2,044	132.27	★★	California.....	103.2	2,920	87.69	★★
Delaware.....	96.6	2,735	1.60	★★	Oregon.....	93.2	2,268	5.98	★
D. C.....	91.7	4,570	1.72	★★	Washington.....	92.3	2,447	7.21	★★
Florida.....	92.5	2,041	4.58	★★	Pacific.....	101.6	2,754	100.88	★★
Georgia.....	101.4	1,518	17.51	★★	United States.....	100.0	2,308	1,216.84	★★

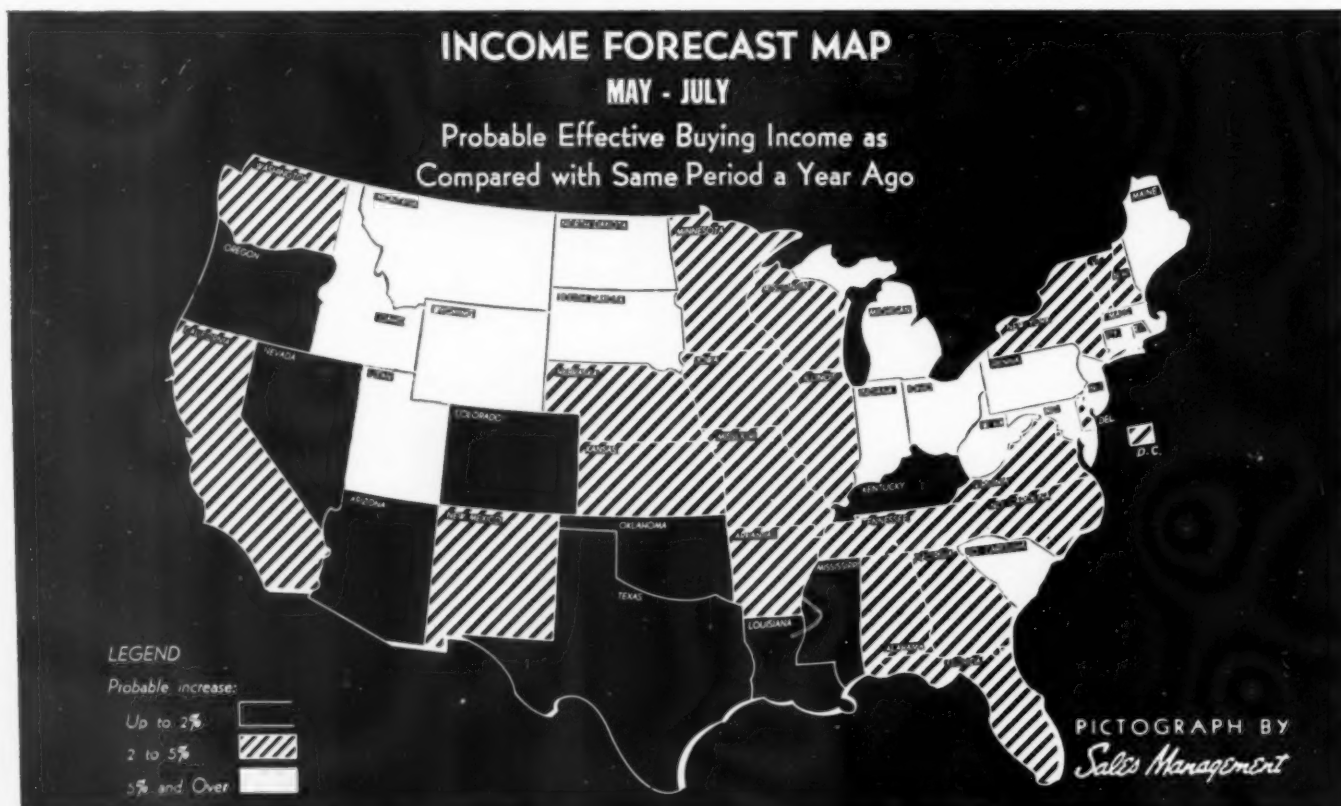
The Ratio of City to Nation in Expected Income Next Month vs. Same Period Last Year.

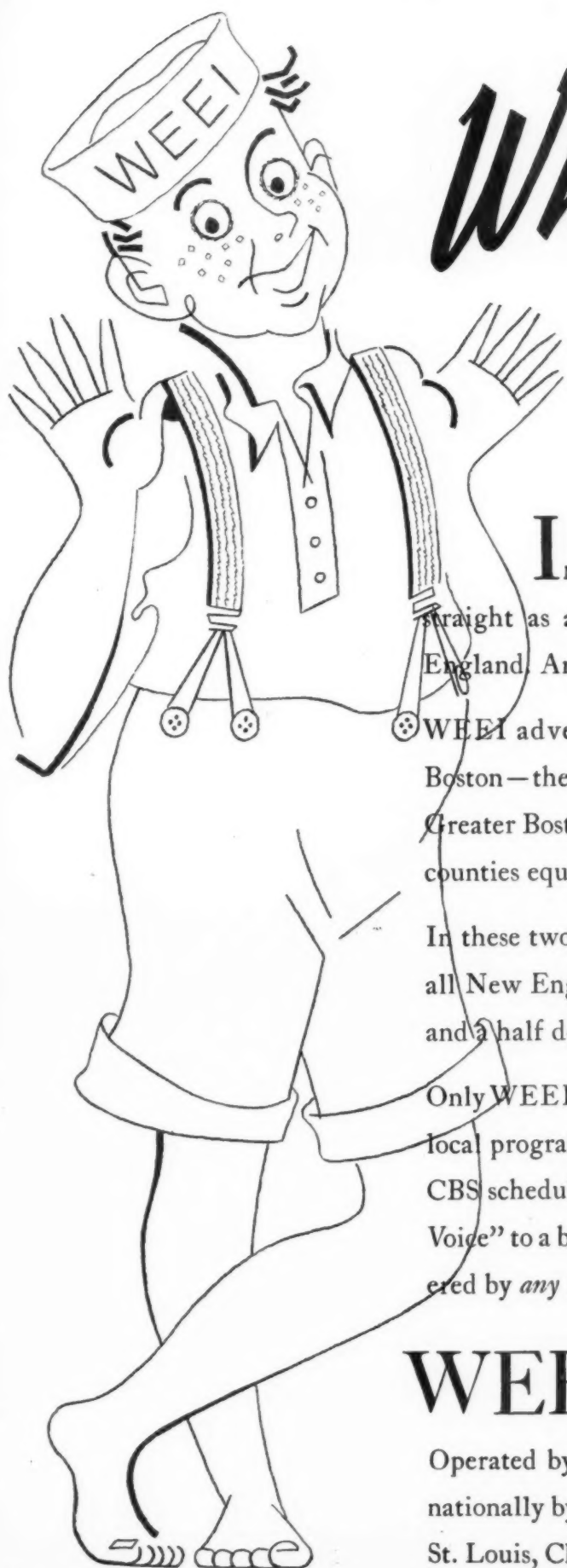
Newport News	130
Fargo	123
Augusta, Ga.	121
Duluth	120
Youngstown	119
Saginaw	118
Gary	117
Wilmington, Del.	116
Rockford	116
Charlotte	116
Miami	115
Charleston, S. C.	115
Cleveland	114
Memphis	114
Johnstown, Pa.	114
South Bend	114
Terre Haute	114
Grand Rapids	114
Reno	114
Pittsburgh	113
Mobile	113
Williamsport, Pa.	113
Macon, Ga.	113
Kalamazoo	113
Evansville, Ind.	113
Detroit	112
Camden	112
Spokane	112
Sheboygan, Wis.	112
Montgomery	112
Canton	112
Baltimore	111
Atlanta	111
Worcester	111
Trenton	111
Durham	111
Flint	111
Topeka	111
Wichita Falls	111
Danville, Va.	111

(1) Based upon expected percentage change from state's income same period preceding year.

Every month SALES MANAGEMENT charts the business progress of more than 200 cities. In the right-hand column above, a list of 40 selected "High-Spot" cities are the ones where, in the coming month, income and retail sales should show the greatest increases in relation to the national average. In Newport News, for example, the degree of business improvement should be 30% better than for the

nation as a whole . . . other cities where the ratio is very favorable: Up 10%, Passaic, Allentown, Dayton, Toledo, Birmingham, Tampa, Seattle; up 9%, Erie, Jackson, Miss., La Crosse; up 8%, Lowell, Akron, Indianapolis, Lansing, Tacoma, Jacksonville; up 7%, Houston, Reading, Cedar Rapids. (Income estimates copyrighted; further reproduction not licensed.)





What a big buy are we!

IN the manner of little Jack Horner, WEEI goes straight as a plumb line to the juiciest market in New England. And what a good buy is WEEI!

WEEI advertisers *pay* for blanket coverage of Greater Boston—the nation's fifth retail market. WEEI *delivers* Greater Boston (lock, stock and barrel) PLUS 27 "outside" counties equally wealthy, equally populous.

In these two halves of the *real* Boston market live 58% of all New England... 5,000,000 people who spend a billion and a half dollars each year at retail.

Only WEEI reaches them all. And only WEEI brings them local programs of Columbia caliber, backlogged by the full CBS schedule. That's why WEEI is "Columbia's Friendly Voice" to a bigger and richer market than is regularly delivered by *any other* Boston station.

WEEI BOSTON • CBS • 590 KC.

Operated by Columbia Broadcasting System. Represented nationally by Radio Sales: New York, Chicago, Detroit, St. Louis, Charlotte, N. C., Los Angeles, San Francisco



SELLING the FAMILY



DAD may not "wear the pants" all the time . . . but, by George, when it comes to anything *new* in the family . . . son-in-law or sun-lamp . . . his opinion counts *plenty*.

We spend hours with the old boy . . . discussing *all* his interests . . . and if anyone challenges his American rights . . . we're the *first* to fight for him . . . always Queensbury rules.

He gets a big kick out of our big-time friends, too . . . fellows like Bob Ripley, Edwin C. Hill, Damon Runyon, Walter Winchell, Mark Hellinger, Lewis Haney, T. R. Ybarra, Nelson Harding, E. V. Durling, Jimmy Hatlo . . . famous men that *all* men like.

It's no wonder Dad's sold on us . . . and the rest of the family's the same way . . . for we give them *all* the same play.

By calling at the *home* . . . and *staying* home . . . and selling the *family* . . . we've got *every* member in our corner . . . a good thing for *you* to remember . . . if you want the *full* value in advertising . . . assured only by *full readership* in circulation!



"SOMETHING HAS HAPPENED IN PITTSBURGH"

SELLING the FAMILY FOR REAL ESTATE ADVERTISERS

Media Records 1939 Yearbook reveals that, in the Pittsburgh daily and Sunday field, the *Sun-Telegraph* carried . . .

83% OF ALL RETAIL DISPLAY
REAL ESTATE ADVERTISING

FOCUSED ON FAMILIES

Pittsburgh Sun-Telegraph

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

PITTSBURGH • NEW YORK • CHICAGO • DETROIT • PHILADELPHIA • BOSTON • SAN FRANCISCO • LOS ANGELES • BALTIMORE • SEATTLE

ADVERTISING IS THE CONSUMER'S GUARANTEE OF MERIT.

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending May 1, 1940:

Don't Miss the Upturn

SINCE THE TURN OF THE YEAR the Federal Reserve index of industrial production has sagged from 125 to about 105, but the decline in consumer purchasing power has been much more moderate. Compared with last Fall we have manufactured less, but compared with the *first quarter* of last year we made about one-tenth more goods. Comparisons which do not consider the normal seasonal trends are misleading. They create false optimism or undue pessimism.

The decline this Winter and early Spring was in line with earlier expectations, and business men in general were not taken by surprise. Hence the decline has not led to as much pessimism and alteration of business policies as in some taperings-off. This tends to avoid the development of the "vicious downward spiral" which might have been generated by such a sharp decline in industrial output.

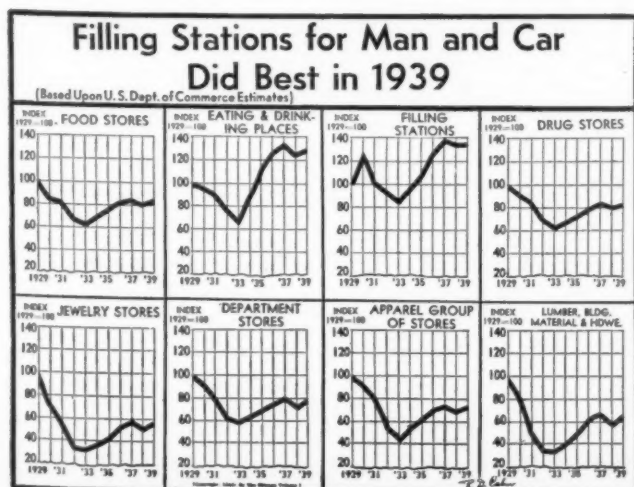
With so many uncertainties in both the domestic and foreign situation, no one can speak with *certainty* about the future course of general business. It's much like a poker game. If you hold a pair you don't *know* positively that you will improve in the draw, but you can tell what the mathematical probabilities are, and you make your decision on that, and your judgment of what rival players hold, and their chances of improving their hands.

Right now the probabilities seem to be that you will improve your business hand, that you should stay in the pot and pay whatever is necessary for new cards.



Here is a partial line-up of the favorable forces:

1. While there has been a temporary slowing down of government expenditures, *do not expect economy to last in an election year.*
2. Farm income is ahead of last year, and prices are improving. For the first two months cash income was 1.378 billions, compared with 1.160 in the same period of 1938. It is known that March income was ahead of last year, but complete figures are not available as this is being written.
3. Nation-wide department store sales—April 13th week—up 5% from last year.
4. Chain store sales in March—up 5% from last year.
5. Rural retail sales in March—up 5½% from last year.



MAY 1, 1940

6. Electric power production in March—up 9½% from last year.

7. Freight car loadings in March—up 4½% from last year; for the April 13th week they were up 13%. The Shippers' Advisory Board expects an 18% increase for the second quarter.

8. Steel ingot production in March—up 11% from last year. Mills now operating at 60%, which is below production needs.

9. Foreign trade is high—and is likely to go higher. Much of the purchasing for the Allies and neutrals is only at the beginning of its probable boom.

10. The inventory situation is not bad. The manufacturers' physical volume on hand of raw materials and semi-finished goods is well under a year ago. Finished goods inventory is up only 9%.

11. Speeding of the war points to an upturn in U. S. business, and higher average commodity prices.

12. The trend toward higher wage rates throughout industry is becoming more pronounced—which adds to purchasing power of the masses.



The turn is now due; don't be caught napping.

Are all your sales territories filled?

Are you plowing ahead with an *aggressive* promotion and advertising schedule?

Westinghouse "Encouraged"

AT THE APRIL 10 ANNUAL MEETING of stockholders of Westinghouse E. & M. Co., George H. Bucher, president, said that the outlook for business was "very encouraging," that orders booked during the first three months were 30% higher than the same period last year, that the company's backlog of unfilled orders was approximately 83 million dollars on March 31, a peak figure in the company's history.

"The improvement in business was well spread over our various types of customers," said Mr. Bucher. "For the quarter, sales were increased over the same period last year to central station, transportation, marine, industrial, merchandise and lamp buyers. Our foreign business was about 33% higher than in the same period last year although virtually none of it was with the belligerent nations. Especially interesting was the increased purchasing by public utilities—50% higher than last year."



K. T. Keller, president of Chrysler Corp., was equally optimistic at the April 16 stockholders' meeting of that company. He pointed out that sales of each of their divisions broke their previous best records for first quarter sales and then called attention to two factors which he referred to as "most important things we do every year to keep our business young and vigorous." One was the expenditure of \$16,241,106 in 1939 on property, plants and equipment. The other was the expenditure during the same period of \$15,137,371 in advertising.

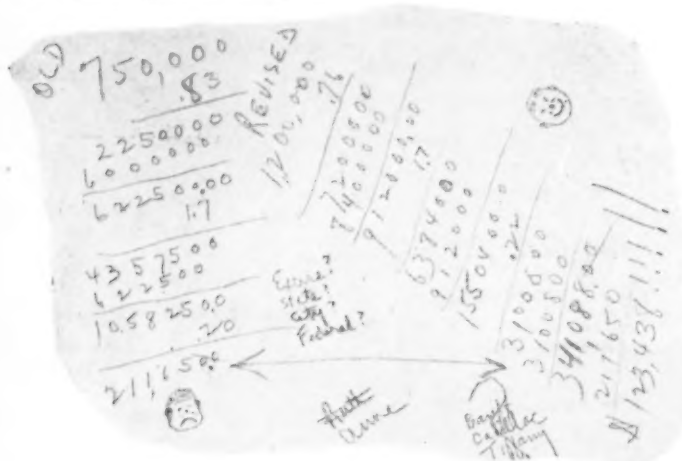
"Important as this is (new equipment, engineering research and the like), it must be supplemented by constructive and modern merchandising of the product," said Mr.

Keller. "What new equipment is to the factory, advertising is to sales. After all, we make automobiles to sell. If we don't sell them, we don't have to manufacture them and we don't have to engineer them."



Paul S. Willis, president of Associated Grocery Manufacturers of America, reports that business with the manufacturers of nationally known food and grocery products for the first quarter was considerably ahead of the same period in 1939. "Eighty per cent of the members replying reported that their business for the first quarter was as good or better than last year, increases averaging about 10%."

In replying to the question, "What is the outlook for business for April to June, 1940, compared with the same period for last year?" 86% of the manufacturers estimated that this year's business would be as good or better than the second quarter last year.



The president of the National Restaurant Association thinks business is improving, and he bases his belief not alone on reports of increased revenues from his members, but on increased activity in table cloth figuring. When business men are depressed they take their gloom to lunch. The check is small and so is the tip. But a turn for the better in business brings about much lunchtime figuring on the table cloths—plump ciphers, and many of them.

This is a segment from the table cloth at Janssen's, downstairs from the SALES MANAGEMENT office. Two business men yesterday paid \$2.65 for lunch and, feeling mellow, they tipped the waiter a half-dollar. As evidenced by their table cloth figures, their net profit on the hour's work—so they hope—was \$123,434.85, after deducting the cost of the lunch.

Salesmanship in the Schools

MANY SALES MANAGEMENT SUBSCRIBERS expressed both interest and concern over the findings in the survey, "How 1,000 College Seniors Rate Selling as a Career," printed in our February 1 issue, and several have written of steps they are taking in their communities to correct the situation. Harold W. Wright, manager, Domestic Trade Department, Los Angeles Chamber of Commerce, for example, has up with the two local universities of that city a program which it is hoped can be put into operation in the near future. The program calls for the establishment in the extension division of these two universities of a series of night classes which over a two year period will give thorough advanced training in salesmanship. These particular courses will be for men who are now engaged in selling and will be designed to improve their knowledge of sales practice. Courses which it has been suggested be included in the two-year curriculum are public speaking, psychology, salesmanship, economics,

market analysis, advertising and business English.

The next step which the Los Angeles Chamber of Commerce is planning, is to discuss with the universities the problem of improved sales training for under-graduate students and "in line with articles which have appeared in SALES MANAGEMENT, to correct their existing views on selling as a business activity after leaving college."

Marketing Briefs

LONDON HOUSE, LTD., distributors of cosmetics and toilet articles, accepted a Federal Trade Commission stipulation to cease using the words "London House, Ltd." as its corporate and trade name, the address "London" on its trade stationery, the words "London House" in its advertising matter, "or picturizations of English characters or scenes, implying that this New York corporation is a London house or company." . . . The company has now changed its name to John Hudson Moore, Inc., and in an announcement to the trade says, "We are now planning still further expansion by importing exclusive products from other foreign countries (than England) and by including a limited number of domestic quality lines."



Mention of London reminds us of the difficulties which advertisers are having in England these days. Leonard M. Masius, vice-president of Lord & Thomas in charge of European operations, in commenting on the general situation in wartime London, says, "It's the very devil now to find people who come up to our standards but who are not subject to military service. But we will get by somehow—even if I have to end up by running an advertising agency completely staffed with old maids."



In a time when turbulence abroad and the far-from-tranquil spirit at home is disturbing the minds and hearts of Americans, the Forbes Lithograph Mfg. Co. asks us to pause a moment to give thought to the founding fathers of our country. In their new 1940 calendar each leaf carries a quotation which was once held to be self-evident and on which the first foundations of our country were laid. To top the whole presentation, a separate large sheet is attached to the back of the calendar on which is lithographed the entire Constitution of the United States with all the amendments thereto. The calendar deserves attention as a significant contribution to sound public and social relations.



Most interesting and sensible remark of the month by a business leader: Thomas J. Watson, head of International Business Machines Corp. was asked by a reporter if he didn't begrudge paying \$294,000 income taxes on the \$442,000 income he received from the company last year. His answer, "I don't compare my net salary with my gross. I compare it with the \$6 a week I made when I started out as a salesman in a store in Painted Post, New York."



A fascinating study of today's super-markets is contained in "Consumer's Choice" by True Story Magazine. Trained investigators examined the market baskets of 2,000 customers in 11 great super markets in various sections of the country. The survey showed that the average 2,000 women walk out with 2,631 units of Campbell soup products and 2,051 of Del Monte products. The other eight in the first ten products leading in unit sales are Domino sugar, 1,065; Ivory soap, 924; Libby, 843; Gold Medal, 831; Jell-O, 704; Borden, 589; Dole, 554; Pillsbury, 494.

SALES MANAGEMENT



Chandler

ARCHIE CHANDLER has been elected vice-president in charge of sales of American Pulley Co., Philadelphia. Joining the firm in 1915 as district sales manager for the Pacific Coast territory, he was named general sales manager in 1928.

W. R. ATKINSON is named vice-president in charge of sales by Hamilton Watch Co., Lancaster, Pa. Serving the company since 1921, Mr. Atkinson has been successively assistant sales manager, sales manager, and director of sales. At the same time the company appointed George P. Luckey vice-president in charge of manufacturing. He has been, since 1927, head of Hamilton's tachometer division, director of research, assistant general superintendent, and factory manager.



Atkinson



Clough

HERBERT W. CLOUGH is elected vice-president in charge of sales of Belden Manufacturing Co., Chicago. The promotion follows 18 years of service with the firm. Most recently Mr. Clough's post was that of general sales manager.

E. J. KANKER becomes sales manager for all gas and electric ranges of Norge Division of Borg-Warner Corp., Detroit. His entire business career has been spent in the appliance industry which he entered as an employe of the old Majestic Range Co. of St. Louis. In 1926 he became district sales manager for the Detroit-Michigan Stove Co. Before assuming his present position he was sales manager for the Favorite stove organization and for the Detroit Vapor Stove.



Kanker

NEWS REEL



Hutchinson

R. A. HUTCHINSON is elevated to the newly created post of vice-president and general manager of Studebaker Export Corp. For the past 20 years he has worked abroad in the mutual interests of Studebaker Motors dealers and the factory. Since 1933 he has been in charge of the company's European operations.

CHESTER H. LANG, manager of General Electric's advertising and sales promotion since 1932, has been made manager of apparatus sales and vice-chairman of the apparatus sales committee. He has been with G-E since 1919, filling, among other posts, that of comptroller of the budget and manager of the company's broadcasting stations. He was president of the Advertising Federation of America for two years. Robert S. Peare, president of Maque Co., Schenectady, succeeds to Mr. Lang's former position.



Lang



Snodgrass

WILLIAM E. SNODGRASS returns to Dictograph Sales Corp., New York, as executive vice-president after an absence of five years with the American Telephone & Telegraph Co. He had formerly been with Dictograph for 14 years. He will first direct an advertising and promotion campaign.

A. L. STRUBLE assumes the office of general sales manager of Fruehauf Trailer Co., Detroit. He has been serving as assistant sales manager for the past year. Prior to that he was general sales manager of Reo Motors in Lansing, joining Reo in 1929. Before that he was in charge of merchandising work of Federal Motor Truck Co. Under Mr. Struble's direction Fruehauf will maintain some 70 branches and sub-branches throughout the country, as well as operate through distributors and dealers.



Struble



You don't eat the shells, of course . . . but the bright, burnished shells of Diamond walnuts serve to tempt the eye of the shopper, first step toward ringing up a sale. Hence the need for these watchful women at the conveyor belts, picking out all nuts with broken or blemished shells. Hand labor for sorting is one of the heaviest cost items in grading walnuts for branding — one which sales records prove well justified.

How That Diamond Is Branded on Walnuts—and Mrs. America's Mind

If you didn't know how many units your factory was going to turn out, nor of what quality, you'd be in the same position as the California Walnut Growers. This article outlines the advertising, merchandising, and production policies that will move 1,000,000 bags of nuts this year — profitably — despite Nature and War.

BY CARLYLE THORPE

General Manager, California Walnut Growers Association, Los Angeles

WALNUTS grow on trees and they are found on dinner tables from Thanksgiving to Christmas. These two facts are generally known to Mr. Average Man and they are about all he knows of walnuts.

Whence comes Worry No. 1 for the 8,372 members of the California Walnut Growers Association, who produce 40,000 tons annually, or 85% of the state's crop. They have the problem of disposing of a million 100-pound bags of nuts in that holiday season.

Worry No. 2 is caused by the fact that the quantity, unlike a factory product, cannot be regulated. Almost every year since the co-op marketing association was formed in 1912 there has been a larger crop. Occasionally the output drops but the curve of production is uniformly upward. Quality cannot be controlled either. The marketing organization can never relax, for these two worries are ever-present.

Of course advertising must do its share to move this huge quantity of nuts. Consumer advertising was first

used in 1918, when the appropriation was \$61,000. The results were so good that we have never since been without advertising's aid. In 1932, in the depression trough, we spent \$550,000 for advertising—the most we have ever spent. The crop, however, was the largest ever harvested up to that time. Thanks to the advertising, the season was a profitable one to growers. Without it disaster would have engulfed them.

Size of the appropriation is governed by the size of the crop, and the returns to growers. It is one of the expenses figured in the total of marketing costs, averaging about 3% of the amount credited to each grower on delivery of his walnuts.

The current crop illustrates the perplexities that frequently arise when problems of Nature are added to man-made problems.

Last Summer, our crop estimators, who watch the groves closely, figured that we would have the largest production ever harvested: More than 1,000,000 bags, counting 70,000 bags carried over from the previous crop, in cold storage.

Then, last September, two things happened.

One you may have read about—unprecedented hot weather throughout California. Hot weather burns walnuts on the trees, and makes them poor quality, even rendering some unfit for sale. It was feared at the time that the crop would be seriously reduced, but when harvest came there were still 1,000,000 bags and more.

The second event was one that everybody heard about—the outbreak of war in Europe. That instantly shut off our good export markets in England, Scandinavia and Middle Europe. Either our best foreign customers could not be reached on account of blockades, or they were deliberately stopping purchases of such commodities as walnuts, so that their purchasing power could be concentrated on war necessities. Exports account for about 15% of our sales in normal times, which amounts to clearing off the most awkward surplus. War left us with only Canada, Latin America, Australia, Africa and the Orient.

We've "Redesigned" a Nut

Hot weather increased the percentage of nuts that do not grade up for sale in the shell, under our brands of Diamond, Emerald and Suntand, and the loss of foreign markets also increased the percentage of nuts that must be cracked for sale as meats, because much of our foreign, as well as our domestic business is in the best brand of nuts in the shell—Diamond. For we sell Diamond walnuts in countries that themselves grow walnuts, or are closer to European producing regions, because we have developed a more attractive product—and here is the kernel of our marketing story.

Through 30 years, starting from small beginnings, we have met the problem of increasing crops by improving the quality of product, making it more attractive to the consumer, and more dependable to the commercial people who buy walnut meats for confectionery, baking and other lines.

Where once the walnuts were brought in to a warehouse, and perhaps given a simple sorting, today the association has three huge factories in Los Angeles where hundreds of people are employed in the busy season, doing things that only factories could do, both to the nuts sold in the shell, and those cracked and sold as meats.

Walnuts are neither a necessity nor a luxury. The price is such that everybody can afford them, but people are likely to buy walnuts only when they are reminded of them.

The California growers have worked toward the point-of-sale, so that housewives would be reminded of walnuts

through periodical advertising, and see them in the food stores, and be attracted by the appearance of California unshelled walnuts, as well as the convenience of walnut meats in consumer packages.

When California's walnut crop was small, the grower harvested his crop, took it into town, and sold it for five or six cents a pound. Very often the nuts were a by-product of a ranch, from a few trees planted for shade.

In town, the buyer sorted the nuts, culling out the light-weight, discolored and misshapen ones, and sold the rest to a shipper who sent them East, to compete with imported walnuts from France, Italy, Turkey—they grow in all temperate climes. Cracking was not attempted, because that work is done by hand in foreign countries—Winter occupation for old men, women and children—and the American grower could not compete.

When the California crop increased to the point where cooperative marketing became necessary, then it was logical to think about machinery for doing the things to walnuts done by hand in Europe. And as soon as machinery was devised, then it was found possible to do things that were not done by hand.

So, for 20-odd years, the sales department has worked closely with the inventor, the machine designer and the equipment manufacturer.

One advantage we have in a year of a large crop: Lower prices to the con-

sumer. But the mere fact that there are plenty of walnuts isn't the only factor in price. Labor in handling walnuts is expensive, and whenever these costs can be cut by improved machinery we get a better price basis with which to appeal to the consumer and to the industries that use large quantities of walnut meats.

For instance, this season, with the war situation, and 1,000,000 bags to market, including a larger percentage of the crop to be cracked, we have spent \$100,000 on improved cracking machinery to lower our costs.

Walnuts are harvested from early September to late November. After mechanical hullers have removed the hulls and the nuts are dried, in the sun or in dehydrators, they come to our plant. First, vacuum machines automatically lift out the light-weight nuts, the shells of which are only partly filled.

Inspection after Inspection

Then the sound nuts are washed, graded for size, and hand-picked as they pass on conveyor belts to remove those with damaged shells. Grading for size is done by spiral screws carrying the nuts through long drums, with 18,000 holes of different sizes.

The shells are cleansed to give them the clean bright color that has eye appeal, and then the nuts are divided into lots of given weight, and from each lot samples are taken for cracking, at least three samples of 100 each. The cracked nuts are laid out on trays so that an inspector can gauge the percentage of sound light-colored kernels. By these percentages the different lots go into our Diamond, Emerald or Suntand grades.

Our Diamond brand is identified all the way to the consumer. There are about 4,000 walnuts to a 100-pound bag, and every one of them is trade-marked.

We had to develop a machine for this purpose. It is a specialized printing press. The nuts are carried by a conveyor with depressions, each holding a single walnut. They pass under a cylinder with soft rubber dies which prints the trade-mark on each nut, or at least 99% get a legible brand. Each of these machines can brand about a bag of walnuts per minute, or a carload a day—2,000,000 walnuts. The branding cost is only three cents 100 pounds.

We have 124 of these machines, because selling walnuts is a good deal like getting an extra edition to press. Sales follow so closely on the harvest that our equipment is gauged for speed as well as big capacity. If we could



The author was born in San Francisco, grew up in Los Angeles, and started his business career as a bank messenger. As a bank cashier in Ventura, Cal., he was also a walnut grower on the side. He helped organize a small marketing association of growers, was elected secretary-treasurer, studied the difficulties, made improvements in the merchandise. When the statewide California Walnut Growers Association was formed he became manager and has been on the job ever since.

brand walnuts right through the year, far fewer machines would do the work. The crop, depending on the method of drying before the nuts come to our packing plant, can be ready for shipment in four to ten days after picking, and while the harvest is still going on.

Selling has two objectives—to take full advantage of the peak of consumer demand, and to widen the sale of nuts throughout the year.

For the peak of demand, we advertise liberally in women's and home-making magazines, in newspapers, and by posters, car cards, radio, food trade journals, foreign language papers. The advertising is treated as news—walnut time is here again, and the crop is of specially good quality, or walnuts this year are cheaper.

We have used color since the first year, when it was not so common or so good as today. Having never used any other form in publications where it was available, we are not in position to say what results would have been without it. But in our first advertising, when we learned that color was available at a premium, we cheerfully paid the premium, and have used color ever since—especially in posters, display material and consumer booklets.

Recipe booklets are the chief yardstick for measuring the pulling power of our periodical advertising; and we keep complete records on keyed ads. Requests at present average between 9,000 and 10,000 per full-page full color ad in women's magazines, but we have had exceptional ads that pulled above 20,000 requests, and one that reached more than 27,000.

One Ad, 42,000 Requests!

Color is now available in newspapers, and our record for one ad in *The American Weekly*, with colored supplements of other metropolitan newspapers, brought in 42,000 requests, our record. We have secured requests as cheaply as 37 cents, but the general average is around one dollar, one year with another. We will receive anywhere from 100,000 to 250,000 requests in a year.

At first, we used a small business envelope size recipe book of 40 pages, with color only on the cover, on the theory that a compact booklet would be handiest for housewives. But five years ago we increased the page size to 5 by 7 inches, with color throughout, and these larger booklets have been far more popular.

It is important for the food dealer to tie in with this campaign in the peak season, with displays of walnuts,

because they help sell other food—ingredients for cakes, cookies, bread, candies, salads, desserts.

Our sales department also employs service men who make displays for dealers, and we also furnish display materials and suggestions.

Some grocers put walnuts in their windows, others display them with flour, sugar, chocolate and related materials; still others give them a preferred position at the cash register, and increased sales have been stimulated by displays in out-of-the-way locations, such as walnuts on the meat counter.

The effect is heightened by using plenty of walnuts, perhaps several bags, rolled down to half size, with the surplus nuts heaped up as a background. Bag displays convey the feeling of fresh arrivals from the groves.

That there is an audience ready to respond to this news we have proved by consumer surveys which showed that practically every family buys walnuts at some season, that three-fourths use them all year round, and that 95% of housewives know walnuts by the Diamond brand.

To increase all-year sales we help

the dealer get supplies from cold storage in hot weather, so he need carry only a moderate stock, and run no risk of spoilage.

For walnuts are perishable. Heat turns them rancid, and darkens the meats. Also, being rich in fat, they readily absorb odors and flavors if kept with foods that contaminate. Humidity is a factor—too little moisture in the air dries the meats, too much may cause mold. We store walnuts through the Summer at about 36 degrees, and 65% humidity. During the Fall, Winter and Spring, reasonable care keeps the nuts in good condition without cold storage. By carrying small stocks through the Summer, and perhaps keeping them in his refrigerator, the dealer can maintain year-round sales.

All-year uses are mostly for cooking rather than eating from the shell, as in holiday time. Consumer surveys show that one-third of housewives use walnuts in cake and cookies, one-fourth in salads, others in bread and candies—more than 93% use them frequently in cooking. If the dealer carries and sells them as cooking in-

(Continued on page 58)

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Sampling and Dealer Helps]

Iced Tea

As the weather gets warmer, Tea Bureau, N. Y., increases the scope of its drive on iced tea. The drive starts today and broadens until between June and the middle of August the following media will be carrying the message "Tea Peps You Up":

Life, *S. E. P.*, *Good Housekeeping*, *McCall's*, *The American Weekly*, 62 newspapers, 2,537 billboards of 145 cities in 36 states. The "tea" in the slogan will have frosted letters. One-minute spot announcements are also being supplied to packers and distributors for use over local stations so that they can get in plugs for their own brand names. William Esty, N. Y., is the agency. Cakes, cookies, salads, and crackers—and tea—will be promoted jointly by manufacturers and grocers.

Ciggies on CBS

R. J. Reynolds Co. starts a new program on 99 Columbia stations May 3. Camels and Prince Albert tobacco are the products. Al Pearce and His Gang provide the entertainment, William Esty, agency, N. Y., the commercials. The series will be on Friday

evenings from 7:30 to 8:00, EDST.

Reynolds also sponsors "Blondie" on 98 CBS stations at the same time Monday evenings, and broadcasts of home games of the N. Y. Yankees and Giants over WABC.

Philip Morris & Co., Ltd., is switching the program "Breezin' Along" from the NBC Blue network to 35 CBS stations, beginning May 5. Time: 8:30-8:55 p.m. EDST. Johnny Green's orchestra and various singers are featured. "Johnny Morris" will "call for Philip Mor-r-is" on this period, just as he does on "Johnny Presents," heard Friday evenings from 9:00-9:30, EDST, over 78 Columbia stations. Biow Co., N. Y. is the agency.

Sunkist Sunburst

California Fruit Growers Exchange will spend over \$1,000,000 publicizing its Valencia oranges this Summer and some \$300,000 more for lemons in the last half of the citrus year. It's the most extensive effort in Sunkist's career.

Newspaper space to be employed includes half-pages in Sunday editions, a series of 20 or more b. & w. ads in

135 dailies, and a similar series in 2,700 weeklies. Every state will be covered except California and Florida. (Imagine trying to sell a Sunkist to a Floridian!)

Magazines include the major women's publications, farm journals, back covers of *S. E. P.*, and trade papers of many kinds. "Hedda Hopper's Hollywood" program continues on 29 CBS stations thrice weekly. Outdoor "spectaculars" in big cities supplement. Lord & Thomas, Los Angeles office, is in charge.

"Intensive coverage of both urban and rural consumers has been our aim in planning this year's Valencia campaign," says Russell Z. Eller, ad mgr. "By voting a seven-cent per box assessment, our growers have made it possible to develop consumer demand in small towns and rural districts as well as in the larger cities. Extension of trade work into smaller communities, dealer service, will go along with this expanded advertising."

Case of Friendship

Minneapolis Brewing Co. rolled out the barrels for its biggest promotion using more than 300 newspapers of 22 mid-west states last month. Space ranges from color full-pages to quarter pages. Farm papers in rural districts also got pages and half pages in color.

The copy theme, "A Case of Friendship," is presented pictorially with illustrations of everyday expressions of friendship leading into a discourse on "friendly Grain Belt Beer."

Erwin, Wasey, Minneapolis office, is the agency.

Campbell Sampler

Not as many people know that Franco-American spaghetti and macaroni are made by Campbell Soup Co. as Campbell would like. Therefore the company is using a sampling campaign in Gotham and northern N. J. to introduce the new F-A macaroni, to increase use of Campbell's tomato soup as a sauce, and to link the names of the two products.

Crews of girls, college graduates, registered nurses, and those working for a Master's degree who are using this as a market study, ring doorbells. They deliver a little talk on home economics, and leave a recipe booklet and a coupon with each housewife. The coupons entitle purchasers to a free can of F-A macaroni or Campbell tomato soup when one can is bought.

The girls are preceded by Campbell salesmen who prepare dealers in each territory. A point of emphasis to both dealers and housewives is promptness of coupon redemption. The former are warned to be ready with displays

and ample stocks; the latter are advised to hurry because "this offer good for limited time only."

Out of every 100 coupons thus distributed an average of 60 have been redeemed, and the figure has run as high as 75. The sampling will continue until July 1. If it continues to bring in as many coupons it may be extended to other parts of the country. Campbell and the girls are justly proud.



John Public gets four extras.

More Smokes

Three cigarettes of extra length are on the market, and doing exceedingly well too, from all reports: Pall Mall (American Cigarette & Cigar Co.), Regents (Riggio Tobacco Corp.), and the latest, Cort, which Riggio has just introduced in New York.

Now Reed Tobacco Co., Richmond, brings out Chelsea, which are not longer but come 24 to a pack. The price is 15 cents. Newspapers of Baltimore have announced "The Cigarette of Tomorrow" as "revolutionary—completely different from any other you've ever smoked." But those additional four fags are the main selling point. Warwick & Legler is the agency.

The same agency handles ads for Larus & Bro. Co., Richmond. Several members of the Reed family are executives of the Larus firm.

Double-Range Gas

Sinclair Refining Co., N. Y., introduces "Double-Range H-C" gasoline, "which gives high anti-knock performance in the two major driving ranges," with insertions in 175 newspapers of 110 cities. Full and half-pages in color are being used initially.

The new gas also gets commercials on Sinclair's "The World Today" program on over 70 CBS stations. This thrice-weekly, 15-minute program con-

sists of short wave news reports from European capitals.

A magazine effort featuring Sinclair's dinosaurs and important users of the company's products, such as railroads, air lines, etc., is running in *Life*, *Collier's*, *S. E. P.*, *Liberty*. Two-color general product ads are further appearing in *Capper's Farmer*, *Southern Agriculturist*, *Progressive Farmer*, *Farm and Ranch*, and other farm journals. These stress the "direct to farm" delivery service offered by over 2,000 Sinclair agents.

Posters in the Chicago area, "Picture News," a color gravure paper given to motorists by dealers, "Big News," another house organ for dealers, and a wide variety of service station display and tie-in material round out the Sinclair promotion. Federal Agency, N. Y., is in charge.

"Make Mine Ruppert"

Under this slogan the Jacob Ruppert Brewery, N. Y., has launched the largest ad campaign in its 73-year history. First of the series uses a round bull's eye layout. It, and subsequent copy, will appear in 201 newspapers of 16 states in the company's sales area. Old Knickerbocker beer, "you couldn't ask for better beer," is—of course—the product.

Ruthrauff & Ryan, N. Y., is the agency in charge.

Planes Go Up

Air Transport Association, Chicago, composed of the 16 principal air lines, will boost the ad budget beyond its present \$300,000-a-year figure, the committee in charge decided at a recent meeting. This means that the magazine list will be enlarged to include *Life*, *S. E. P.*, *Collier's*, *Time*, *Newsweek*. The business paper list comprises *Nation's Business*, *Business Week*, *Traffic World*, *Editor & Publisher*, SM.

The new general campaign will get under way in full pages, both in color and b. & w. about September 1, and will run through June, 1941. Business paper copy breaks about May 1. Institutional in the main, the copy will emphasize the slogan, "It Pays to Fly." Erwin, Wasey, N. Y., is the agency.

An expanded merchandising drive is aimed at securing the cooperation of the same 10,000 travel agents who tied into the last campaign.

Among Those Present

New campaigns just announced include:

Procter & Gamble utilizing 131 newspapers in cooperation with Apex
(Continued on page 55)

Before

There are more automobiles than families in Wichita and its surrounding county, but Walker's big store looked, before its recent renovation, as though it expected to see a row of buggies at the curb. "You can buy your red flannels here," the store front suggested, "but you'd better forget those British tweeds and the silver fox scarf until you can get to Chicago or Dallas."



Wanted: 50,000 Campaigns to Modernize Main Street

Small towns are in a state of economic coma, says this sales executive, because Main Street has gone "seedy." Its appearance advertises decay. What it needs is a complete face-lifting—a rejuvenation to start money moving locally, and to make shopping at home more inviting.

BY TIP BROWN

*District Sales Manager, Lehigh Portland Cement Co.,
Kansas City, Mo.*

FIVE years ago we began talking to our customers in the smaller cities and towns of the Southwest—architects, engineers, contractors, lumber and building material dealers, and concrete products manufacturers—about "modernizing Main Street."

In many communities this effort has resulted in improvement programs. In every instance the programs, large or small, have been important steps in the direction of recapturing for the smaller city and town some of the business they lost during the depression to the larger metropolitan centers. At the same time, of course, it has increased the business of local merchants as well as dealers directly concerned with building.

The idea is cumulative. Modernization of one building along an old-fashioned Main Street becomes a constant

and startling reminder to the rest of the town of what can and should be done.

The effect of such improvement programs is so great upon the business of a community that any manufacturer or distributor can be of direct service to his dealers (and therefore to himself) by helping to promote, in his own way, such a program.

In Town A a wave of building followed initial success in getting a modernization program under way. This resulted in a large increase in business for all of the merchants of the town. In our own case, sales went up 550% in one year. In Town B in the first year after an improvement program was launched, our sales increased 20%, and we began doing business with several dealers from whom we had never before had orders. There are numerous similar illustrations.

All of our salesmen are enthusiastic over the interest at headquarters in creating more business for their customers. One of them commented recently, "I think public meetings to stress the need of local improvements offer the salesman the best contacts he could possibly have with the influential people of the town. After all, local construction not only benefits the materials dealer but practically every retail business in the town."

The human element is about the same in all lines of business. Whether the sales manager is dealing with architects, hardware merchants, grocers, or dry goods stores, effort expended in improving a local situation will meet with an immediate response in both good will and patronage.

Three years ago the manager of a large variety store in a Kansas town occupied premises with one entrance and two show windows. His volume was \$25,000 a year. He prevailed upon the owner of an adjoining building to modernize it and give him double his former space with two entrances and four show windows. His volume in 1939 was approximately \$75,000. The manufacturers and wholesalers with whom he trades participated with him in this increase from the day he opened his enlarged quarters.

Since more than 2,000,000 shabby old buildings line the Main Streets of America, the idea of modernization



After

This is the farmer's daughter in her smart new dress, whose label must surely say "Rue de la Paix." The rejuvenation has put money in the pockets of Wichita's contractors and workmen, who thus can make bigger purchases at the store. More important, it has started the trading area's two-thirds of a million prosperous people to saying "Why, I can get it in town, at Walker's, now."

falls on rich soil. Local merchants and business men are well aware of the problem. They are ready to do something about it. But they want someone to "start the ball rolling."

Recently I received a wire from a man in a large middle-western city far outside my own territory. He had heard a talk I made several years ago on business building modernization, and he wanted me to discuss the subject with property owners along a certain street where business had been shifting for several years to other locations. The result—owners formed a permanent organization with definite objectives to modernize on a common plan.

It seems a long time ago now since country dealers had their inning. Their business was especially desirable: Volume ran large, selling cost was low, repeat orders were frequent, credits were exceptionally good and customer loyalty was high. Their business had its source in the large purchasing power of the farm population and in the growing demands of towns and cities that had not reached full development.

Then came the years of business depression, coupled with unparalleled droughts and pestilences. Farm buying power went skidding, towns and small cities let down, and the building of hard surfaced roads and the wider use of automobiles changed buying habits to a great extent.

Smaller cities and towns withered under the combination of adverse circumstances. Population remained static. Business fell off alarmingly, and the metropolitan centers reached out for the trade and the man power of the smaller communities. The exodus of dollars and people was entirely volun-

tary. The smaller places had little to offer; the larger spots everything.

Country dealers need one thing more than they need goods and that is more and better customers. The sales manager can always get their ear by telling them how they can increase their sales. Not many salesmen spend time on this phase of selling. Their business is usually over when they get the name on the dotted line. That day is passing; now we must spend part of our time in creative selling for the benefit of the man who buys from us. It can be done in a variety of ways.

As sales managers we have always



While the editors of SALES MANAGEMENT were preparing this manuscript for publication, Jack I. Straus, acting president of R. H. Macy & Co., New York, released that company's annual report to the stockholders. In the letter which accompanied the report, Mr. Straus' comments made an interesting parallel to the thesis Mr. Brown develops in this article. Said he:

"All business concerns, but particularly those engaged in retail distribution, are dependent for their greater success on the improvement of basic social, cultural and economic activities of the communities of which they are a part. . . . Every American city has numerous expressions of its own individual genius . . . most of these cities, unfortunately, have been affected by unarrested deterioration in their older section and by unplanned expansion which has dislocated business, schools, churches, transit, municipal facilities, and has added to civic costs without curing basic evils of obsolescence. . . . Wisdom requires that business organizations, individually and jointly, associate themselves with efforts to correct these destructive processes."



exhibited great interest in the health of our customers and their families. If sickness overtakes them, we send flowers, we write letters of cheer. Why shouldn't we send flowers, telegrams and cheering letters to sick business? Many sick people get well, and so do many sick businesses. Generally doctoring is required somewhere along the line. We should be good business doctors for we have spent much time in business sick rooms.

How can we make business better for our customers? The first requirement is that we know more about the sources of his business. That means putting in about 10% of our time in research. Why do customers buy here and not there? How can more customers be secured?

People buy largely through looks. Appearance has become the trade mark of quality. The eye is the instrument which decides right now whether to buy or not to buy, whether to stop or to go on. Before a customer ever gets into a place of business certain things have already prejudiced the eye.

If the buyer happens to be a roving tourist, he will spend his dollar about as follows:

Transportation (including gasoline and garage service) . . .	\$0.20
Hotels20
Retail stores25
Food21
Amusements08
Refreshments06

His first instinct is to size up a town through the windshield of his car. If he likes the looks of an eating place, he stops. If not, he speeds on to the next town. The hotels and retail stores are judged by the same yard stick. He is a big buyer and spends millions of dollars each year.

Another important customer is the



← Before

Joe's Cafe, in Kirksville, Mo.—even when not hidden behind trucks and gravel pile—used to move the hungry tourist to say “We’d better try to make the next town. It’s only another forty miles. . . .”

After →

Joe's, with its face lifted, suggests to the man in search of dinner that here's a place where the food is bound to be good, the room comfortable, the service right. The owner of the building increased net revenue from 7 to 11% after the change, and his fire insurance rate fell 66%.



traveling salesman. He is far more discriminating than the tourist, for he has all the good eating and lodging places cataloged in his mind. He knows at the start of the day where he will spend his expense account for the next 24 hours. Roughly his dollars are spent as follows:

Transportation	\$0.36
Lodging and food39
Telephone and telegraph13
Entertainment and miscellaneous purchases12

The farm family is less subject to whims, but there is a strong tendency to use the truck to carry farm produce to the big market and come home loaded with city merchandise. Better facilities for the farmer in the small town can convert some of this traffic to the home merchant.

Folks Want to Buy at Home

Home town buying is least temperamental because there is a strong bond between the people of the town. However, it is a common complaint that the home merchant doesn't carry large enough stocks and selections are limited. It is necessary, therefore, every now and then, to hop in the car and fly off to the nearest big town and spend dollars where they are not earned.

That is the situation. What can the sales manager do about it? If he is going to help his dealers get more business, he must be interested in the looks of the town; in the hotels and eating places, parking areas, window displays, and stocks of merchandise.

Let's say the appearance of the town is the starting-point. How does the average small town impress a stranger? In many cases his first introduction is a large pile of junk on the outskirts. Many times thoroughfares leading into towns are poorly paved and landscaped not at all. This is poor merchandising

on the part of the town. Houses along the main streets and avenues should be well painted and lawns and shrubbery kept in good order. This is where homes associations can help small towns; not many have them at this time. The town should reflect prosperity to the newcomer.

Needed: A “Looks” Doctor

Generally, every traveler is headed for Main Street, whether he is coming to the town for business, health, education or merely to visit. What kind of a Main Street does the town have? Is it filled with Easter egg fronts, show windows that are too small to show, creaking stairs that lead to poorly lighted and unventilated—and often unoccupied—second floors, bulging bay windows, and the gingerbread work of the late eighties or early nineties?

If Main Street is sick looking, encourage the town to send for a “Looks” doctor and see what he recommends. He is known as an architect, and his services won't cost any more than they are worth. Then comes the business of setting up an organization and getting the property owners of Main Street to go along uniformly in their improvements.

All of this sounds good on paper, but how is any busy sales manager to find time to check up on all these details in every town in his trade territory? How does a sales manager check up on other things in his trade territory? It is done by his salesmen, and occasionally a personal visit from the sales manager himself. What would be the response of dealers if the salesman wound up his interviews by some such remark as this:

“My boss thinks your town has a great future. He wants me to find out what is going on in the way of face-

lifting along Main Street and other streamlining improvements. What do you say if we stroll over to the Chamber of Commerce and see what the secretary has on his mind? These fellows generally know what is in the wind.”

We know that sewing the seeds of town improvement insures a harvest of increased sales. Any improvement program usually calls for new building. It takes lumber, brick, steel, stone and cement. It takes plumbing, wiring, heating and ventilating, paint, wall paper, glass, and a host of other materials. Almost everything from legal advice to pens and ink go into every building job; scarcely a retail store in town that doesn't have calls for supplies, and factories hundreds of miles away get some benefit from every improvement.

How to Start the Ball Rolling

Here is an example of how building helped a community. Kirksville, Mo., is a town of some 8,000 population with two fine educational plants, a good farming territory and an alert and progressive citizenship. Feeling the need for bettering the looks of the business district, the Chamber of Commerce set up a clinic to study the matter.

A block on Elson Street was selected as a good place to start replacements of old and outmoded buildings. The committee called in a local architect and asked him to make a drawing of modernization of the block on a uniform plan. He gave them a fine example of buildings that would fit in with the atmosphere of the town—plain, simple fronts, not too costly, and yet in good taste. Then the committee set out to find a property owner who would start the ball rolling.

(Continued on page 73)

Spread of Mechanized Farming Creates Huge Market for Gas, Oil and Grease, Survey Shows

Chek-Chart Corp. frames a sales plan to help the petroleum industry cultivate its rural prospects.

CHEK-CHART CORP., Chicago, has just completed a survey of the rural market for petroleum products. It is probably the most exact and most complete study of the kind ever made. The primary objects back of the survey were to discover the size of the market, learn in what states and localities the purchasing power was most highly concentrated—and to lay down a merchandising plan for capturing the market.

Boiled down, the findings are that the American farmer consumes 21.7% of the nation's petroleum products in amounts as follows (per year):

Motor Fuel

Tractors, gallons	2,313,715,600
Trucks, gallons	670,090,000
Passenger cars, gallons..	1,743,131,000
Total	4,726,936,600

Motor Oil

Tractors, gallons	66,106,160*
Trucks, gallons	16,752,250
Passenger cars, gallons..	34,862,620
Total	117,721,030

Gear Lubricant

Tractors, pints or pounds.	231,371,560
Trucks, pints or pounds..	19,493,527
Passenger cars, pints or pounds	54,758,052
Total	305,623,139

Specialized Lubricants

Tractors, pounds	33,053,080
Trucks, pounds	8,376,125
Passenger cars, pounds..	19,523,067
Total	60,953,272

The report states that there are 6,812,350 farms in the United States and out of that number 5,402,194 depend upon either lamps or private electrical plants for their lighting—all

* Air cleaners, to take the dust out of the air before it enters the carbureter, are fast coming into general use on farm tractors which often work in clouds of dust. Oil in these cleaners should be changed every day. That means the cleaner should use as much oil as the crank case. When an air cleaner is used it practically doubles the consumption of oil. This use is not accounted for in the above figure.

of them consumers of petroleum for this purpose; a huge consumption in itself.

It estimates that there are approximately 50,000 combines in the U. S. equipped with engines; that each consumes about two gallons of fuel per hour for 15 eight-hour days a year or about 12,000,000 gallons. Further, it is estimated that there are 1,131,108 stationary gasoline engines on American farms and at 50 gallons per engine per year these consume 56,555,400 gallons of gasoline.

Added to this there are some other items.

Kerosene, for ranges, barrels.	30,099,000
Distillates, for ranges, barrels	2,481,000
Liquidified petroleum gas, gals..	37,556,000
Ditto, internal combustion engine fuel, gals.....	380,000

The farmer, it is also pointed out, uses many other products which use petroleum in greater or less measure. Among them are anti-freeze, insect spray, garden spray, cattle spray, axle grease, household oils, flushing oil, harvester oil and separator oil. On top of this come tires and various accessories which can be, and often are,

the most profitable part of the dealer's business.

Legend has it that the way to a man's heart is through his stomach. Chek-Chart Corp. says that the way to a farmer's petroleum business is through his tractor. It reports that on July 1, 1939, there were on the farms of the United States a total of 1,652,654 tractors. The states having the most were:

Illinois	147,200
Iowa	135,262
Texas	108,037
Kansas	98,506
Minnesota	91,389

The only state with fewer than 1,000 tractors was Nevada which had 482. Rhode Island was next lowest with 1,024.

This survey was made because Chek-Chart has a merchandising idea to sell to the marketing executives of the petroleum industry. It has developed Chek-Chart lubrication diagrams for tractors. These diagrams are printed on heavy cardboard and are sold to petroleum marketers with the company's name, trade-mark or branded products insignia on it.

Each Chek-Chart diagram carries an outline drawing of a tractor with every-point of lubrication mapped. It also shows what kind of lubricant to use and how often each point should be lubricated. Individual charts have already been prepared for 58 different models, which covers 75% of the tractors sold in the rural market by the leading manufacturers. Soon the same job will be done for the crawler and track-layer types used in road building and heavy construction work.

"The Chek-Chart tractor poster is



The average farm tractor, the researchers say, is operated 800 hours a year; the average passenger car—yours and mine—but 330 hours. The modern tractor does all sorts of odd jobs, such as running a saw, grinding feed, and filling the silo. Such facts spell Market, with a capital M, for the petroleum industry.

the best door-opener ever devised to reach the farmer," said Raymond Shaw, president of the corporation. "We expect to have, within a few months, one of these charts posted in a prominent place—in the barn or tool shed—of just about every farmer in the country who owns a tractor. They will be given to the farmers by salesmen and tank wagon drivers for the oil marketing companies.

"When the oil salesman gives it to the farmer he can say in all truth, 'This chart has been prepared through the cooperation of the company that made *your* tractor. The manufacturer wants you to get the best service possible, and the longest service possible, out of your tractor. Use this chart every time you lubricate your tractor, and follow directions carefully, and you not only will get better service but you will save a lot of money.'

"Sell by Giving"

"The idea is to sell by giving. Because the farmer gets something of real value, for which he does not pay, the oil company wins his good will.

"Some of the larger oil companies, but not many, have realized the importance of the farm market and have gone after it in a big way. Others see only filling stations and the cars on the roads. One company, which has been active in soliciting the farm market for a long time, put in an initial order for 100,000 of the tractor charts."

Mr. Shaw was recently talking about the tractor market with the sales manager of an important New York oil company. That executive said:

"Oh, yes, you've got lots of tractors out in the Central West. But here in the East they are only a drop in the bucket."

"New York State alone has 63,406 on its farms," Mr. Shaw replied. "Is that only a drop in the bucket?"

He then pointed out that there are 22,976 in the New England States; that there are 54,991 in Pennsylvania and 13,162 in Maryland. He added that with the new 1940 tractors, lighter, faster of operation and lower in price than ever before, tractor sales in the immediate future should be large. It is estimated that 3,000,000 at present can afford to operate a tractor.

A number of tractors this year are being equipped with high compression automobile engines—the same engines that go into passenger cars—and these are burning regular grade gasolines. New models can be had with powerful headlights so that they can be operated at night. The makers are putting cabs on them to protect the farmers in bad

weather. Some even have radios and cigar lighters.

Chek-Chart supplies each oil company with a complete selling plan aimed to break through the reserve of the farmer and win him over. This plan includes a number of steps:

1. A new approach to the sales problem and a new technique in meeting that problem.

2. Sell him first on using *your* products for his most important unit of equipment.

Then, the basic idea, is to give him a program of tractor maintenance; a promise of definite savings, directed straight to his pocketbook; gain his interest. The program calls for this action:

"Analyze your market on the basis of rural sales potentials, location of bulk plants and local routes.

"Establish quotas for each route and territory.

"With the details of your individual program perfected, and all necessary material prepared, do a thorough job of 'selling' the plan to your rural sales force.

"Enlist the cooperation of implement dealers.

"Utilize every available means of impressing upon the farmer the soundness of the program and its relation to his welfare."

A Tractor "Eats Hearty"

As it is admitted that the figures revealed in the forepart of this article are too big to comprehend, for quota-fixing purposes the sales program breaks down the average potential consumption to individual units. These figures are estimated as:

Unit	Motor Fuel (gals.)	Motor Oil (gals.)
Tractor	1,400	40.0*
Truck	592	14.8
Passenger car..	382	7.6

	Gear Lubricants (pts. or pounds)	Specialized Lubricants (pounds)
Tractor	140.0	20.0
Truck	14.8	7.4
Passenger car..	12.0	4.3

* If using air cleaner, 80.0.

Other steps in the sales program outlined include:

Sales Meetings—Arranged to impress the sales staff with the "bigness" of the program and the possibilities if it is carried out efficiently.

Regional Meetings—For jobbers agents, tank truck salesmen, rural service station operators and implement dealers; arranged to develop the highest degree of interest; movie or sound films may be used.

Follow-Ups—Use of sales bulletins and house organs; bulletins on results achieved in various territories.

Direct Mail—A series of folders each carrying the imprint of the local agency.

Maintenance Record—A booklet enabling the farmer to keep a record of his various power units; service, consumption, lubrications, etc. This is useful to farmers as a basis to apply for tax refunds.

Farm Papers and Radio—Special campaigns suggested.

Farm Granges, County Agents, etc.—Don't overlook opportunities afforded by these organizations and influential men.

Regional Maintenance Clinics—Meetings under auspices of local distributing agency; can be held in halls, theatres, garages, etc., invitations and tickets to be printed and distributed in advance. High value of clinics proved by tests.

Door Prizes—Usually made up of various quantities of certain company products. Name, address and data on the farmer's equipment to go on stub. Foundation for excellent mailing list and an attendance stimulator.

Refreshments—Arrange for simple lunch with some local group of women, church or social club. This makes for good will.

It is pointed out that for the maintenance clinic two things are vital. First, the man conducting the clinic must be an expert on farm equipment and its maintenance problems. Second, he must be able to hold the interest of a farm audience. If he can do these two things he can expand his talk to sales, product description, answer questions that arise and do an all-around sales job.

In promoting its program the Chek-Chart Corp. is using advertising space in trade papers, plus a highly concentrated direct mail program.

Calox Campaign Starts in Magazines and Newspapers

"Get that Hollywood sparkle with Calox—the toothpowder that helps to make your teeth shine like the stars," McKesson & Robbins will say in half-page two-color ads in *Life*, *S. E. P.*, *Look*, *Liberty*, *Collier's*, *Good Housekeeping*. The series began April 27 and will run through November 20.

A "fingernail test" indicating the freedom of Calox from harsh abrasives is also to be featured. The newspaper schedule had not been fixed at press time, but will be extensive. Store displays are additional. Agency: Sherman K. Ellis, N. Y.



Effective May 1st on all transcontinental calls and most other calls over 420 miles

LONG DISTANCE rate reductions, effective May 1st, apply to all transcontinental calls and to most other calls of more than 420 airline miles.

For example, a 3-minute, station-to-station, daytime call between San Francisco and New York formerly cost \$6.50. It now costs \$4, and after 7 P. M., and all day Sunday, only \$3.

The same kind of call between Minneapolis and New Orleans has been reduced from \$3 to \$2.50.

The new low rates bring distant friends or customers much nearer by telephone.



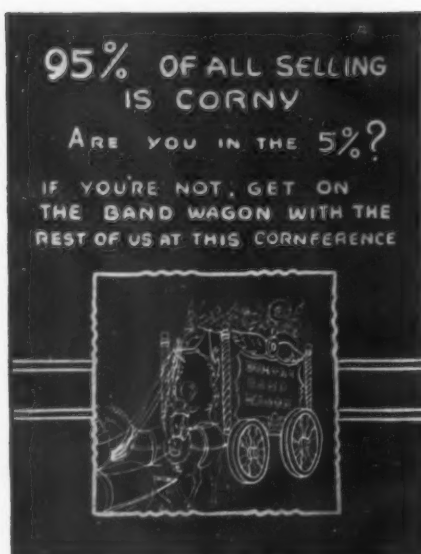
Just glance over the rate table at the right. Your Long Distance operator will be glad to give you the *new* rates to other far-away points.

FROM	TO	3 MINUTES, DAY-TIME, STATION-TO-STATION★		3 MINUTES, DAY-TIME, PERSON-TO-PERSON★	
		OLD RATE	NEW RATE	OLD RATE	NEW RATE
San Francisco	New York	\$6.50	\$4.00	\$8.75	\$5.00
Philadelphia	Seattle	6.25	4.00	8.50	5.00
Salt Lake City	Washington, D. C.	5.00	3.50	6.75	4.50
Chicago	Los Angeles	4.75	3.50	6.25	4.50
Portland, Me.	Memphis	3.50	2.70	4.50	3.60
Miami	New York	3.25	2.50	4.25	3.35
Minneapolis	New Orleans	3.00	2.50	4.00	3.35
Dallas	St. Louis	1.70	1.55	2.25	2.05
Cleveland	Atlanta	1.65	1.55	2.20	2.05
New York	Detroit	1.55	1.50	2.05	2.00

★Rates are lower still after 7 P. M. and all day Sunday.

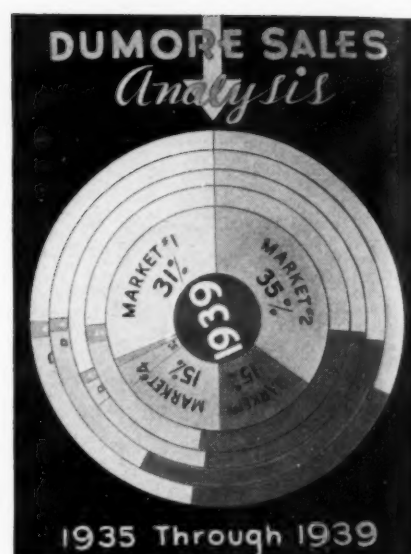
MAY 1, 1940

[27]



(Left) A series of poster cards shown on an easel were used to illustrate the talk made by Sales Manager Bob Hamilton in which he charged that "95% of all selling is corny." This talk unveiled the pre-convention mystery mail campaign which had the national sales staff guessing for weeks before the meeting.

(Right) Revolving discs, turning on a central peg, using segments of different colors, enabled Dumore at its sales convention to illustrate year by year changes in its markets and percentage totals in the sales of its products. Each ring pictured the results for the year—years 1935 through 1939. The speaker, naming the product illustrated, could say: "This item, and that item, is profitable. Let us grow here." Then, "These, giving lesser profits, may well dwindle in proportion to the whole." Thus were the "wanted sales" graphically pictured.



Dumore's "Corn-ference" Wraps Sales Kernels in Husk of Humor

Meetings for salesmen should be filled with the unexpected—to jolt and hold their interest—and familiar truths that cannot be repeated too often. This firm does both.

Based on an interview by a staff writer with

ROBERT HAMILTON

Sales Manager, The Dumore Co., Racine, Wis.

MYSTERIOUS packages began to arrive at the offices and homes of Dumore salesmen early last Winter. First, without explanation, came a package which held an ear of corn. A little later came another. It was a box of corn flakes. A third held candy corn. By this time some of the salesmen were curious; some frankly disturbed.

"Are you trying to imply that my selling is corny?" one of them wrote in. Another, panicky, wired his resignation. "But that was all right," said Bob Hamilton, sales manager of the Dumore Co., Racine, Wis., "He was a tail-end and touchy, and things were working to that end anyway."

Some of the mystery was removed a little later when the men were told to report to headquarters for a sales "corn-ference." When they got there they were met with the general declaration that—

"Ninety-five per cent of all selling is corny."

Then:

"Corn can be refined into *sugar*."

Sugar, in the vernacular, it was pointed out, means profits. There was

comment to the effect that corn plasters, properly applied, take the pain out of aching feet—something else a pavement-pounding salesman can readily understand.

"Getting the attention of salesmen and making them mentally alert for sales conferences is always a problem," Mr. Hamilton explained. "Our little scheme worked out well. We had the men wondering what it was all about for weeks before they arrived. It was a mixture of kidding and seriousness that puzzled them just enough to help us get across a point that we wished to impress."

A loud speaker started the meeting rendering "Col. Corn" over a loud speaker from a record by the "Schnick-lefritz Band."

But it didn't take long to get down to business. The men were told that shipments of products in December were the highest for the month in ten years; that motor sales were running 61% higher than in the previous year; that the outlook pointed to steadily increasing volume and that sales to the aircraft field appear to be specially inviting. Dumore makes

specialized motors, many of its installations on planes now being used to raise and lower landing gears.

"When business is good—then's the time to try harder," the men were told. "Because we are making sales doesn't necessarily indicate that we are doing the best possible sales job. Because we've got a backlog of orders is no sign we can start to coast."

"We wanted showmanship in our meeting," Mr. Hamilton explained. "So we built a booth on a raised platform . . . a booth like those we use to exhibit our products at trade shows. We focused spotlights on it. The rest of the room was darkened, and so there was only one place to look."

"Too often, at sales conferences, it they are not kept under strict control, the men just sit, argue, hash and gab. Usually only one or two men do the talking and the others merely sit and listen. Many times, when the conference is over about all the rank and file remember is that the boss took them over to the athletic club for a feed."

"During the conference we gave the men showings of eight Brobuck sales films, each depicting special phases of general selling. These were slide films with sound. We'd push the program hard for about an hour and a half, and then have a brief intermission so the men could relax."

"We have on our staff several men who are interested in amateur theatricals. They had prepared in advance a playlet in one act entitled, 'How to Sell Universal Motors.' One incident, based on an actual happening, showed how a salesman, asked to recommend a certain motor for a highly specialized job, suggested one made by a rival manufacturer."

"The buyer asks why and he gives his reasons. The result is that the

SALES MANAGEMENT

"YES, BUT...WILL YOU LOVE ME IN DECEMBER AS YOU DO IN MAY?"



● Aren't retail merchants justified in asking this question when national advertisers come a-wooing? Too often and too quickly do the pretty bouquets of newspaper advertising with which they come courting wither and die.

The record shows that in the Oklahoman and Times last year the median length of activity on the part of national advertisers was 7 weeks. Only 4 out of 468 continued active throughout 52 weeks. And Oklahoma City is fairly typical of other cities of 100,000 or more.

In the complexity of modern sales and distribution problems, have national advertisers by any chance overlooked the simple fact that newspaper advertising is the kind of advertising which American

retailers themselves find basic and fundamental, necessary and profitable to use every one of the 52 weeks during which they remain open for business? That it is a force for them with which, up to now, no other medium can compare in effectiveness nor in ability to push buying inertia into action?

Will YOUR newspaper advertising be helping retailers sell YOUR product next December as it is in May?

HOW LONG DOES THE "HONEYMOON" LAST?

Below is the tabulation of an analysis of national advertisers' activity in The Daily Oklahoman and Oklahoma City Times during 1939. Analysis of activities in other cities of equal size or larger will reveal closely parallel conditions.

Weeks of Advertising Activity	Number of National Accounts	Percent of Total
Seven weeks or less.....	234	50%
13 or more weeks.....	141	30%
26 or more weeks.....	67	14%
39 to 52 weeks.....	27	6%
52 weeks.....	4	1%

THE DAILY OKLAHOMAN • OKLAHOMA CITY TIMES

THE OKLAHOMA PUBLISHING COMPANY

THE FARMER-STOCKMAN ★ MISTLETOE EXPRESS ★ WKY, OKLAHOMA CITY ★ KVOR, COLORADO SPRINGS ★ KLZ, DENVER (Under Affiliated Mgmt.) ★ REPRESENTED BY THE KATZ AGENCY, INC.

ONE OF A SERIES OF ADVERTISEMENTS SPONSORED BY THE DAILY OKLAHOMAN AND TIMES IN THE INTEREST OF A BETTER UNDERSTANDING BETWEEN ADVERTISERS, ADVERTISING AGENCIES AND PUBLISHERS



"Now get this, Chuck: We positively have no inside price—until he says 'no' at least four times!"



customer is so impressed by his honesty in giving the advice against his own interests that he makes a friend. In the end, because the Dumore salesman refuses to take part in an unsound installation, he gets other and larger orders."

The playlet is written so that it not only puts across good sales arguments, but is a series of short lessons in equipment and applications.

Another unusual and unexpected feature of the conference occurred when a local physician gave the men a lecture on "Salesmen's Health." He analyzed the various special occupational hazards in the lives of salesmen—irregular hours, temptation to excesses in food and drink, lack of proper sleep and all such—proving his points with figures and medical findings.

"We wanted to go from one unexpected thing to another; jar their back teeth; keep 'em sitting on the edges of their chairs and make 'em think," said Mr. Hamilton. "At any rate we certainly kept them awake."

Every company has certain items that it wants its salesmen to push. These, naturally, are items that give profit. They may be items in an expanding field. There's sometimes a

type of business that isn't very desirable, and the manufacturer has little or no interest in building volume in this product. Dumore has all these, and more.

So, for the conference, a chart was prepared which showed in color the percentage gains or losses in various items year by year over a period of years. These percentages were shown on round discs, one for each year, which turned on a central pivot. By putting the largest disc (1935) on the pin first, and adding the discs (1936 to 1939) one by one in ever decreasing size, the comparisons were seen at a glance.

"We like to give the men something to look at while we talk to them," said Mr. Hamilton. "The closer they watch the better they listen. When they get a message through the eye and through the ear at the same time it registers more than twice as well. It's like the one-two punch we hear prizefighters tell about. It adds to the sock."

That was why, in opening the conference, he spoke from a series of poster cards he had had painted in advance. These cards brought out the story of the high percentage of "corn" in selling. Flat statements were illus-

trated, such as his "95% of all selling is corny." Also the one about "corn can be refined into sugar." These were subjects illustrated for purposes of broader discussion.

All these devices, Mr. Hamilton pointed out, besides aiding in focusing the men's minds on the subject at hand, also help to keep the meetings under strict control. You're doing something all the time, as well as talking, and if there are any "arguers" in the group they are kept silent. He isn't against argument, and threshing out things, but thinks there's a time for it and that it should be restrained to the proper moment.

Mr. Hamilton makes another suggestion that he thinks can be of value to conferences in general. He says:

"It seems inevitable that the dinner must be given. Don't hold it just after the men arrive. Held too soon, you find them tired from train rides or from trips by motor car or on planes. They'd rather rest. Don't hold it the last thing. The men are then fidgety—eager to get off and away for their homes. Give 'em that dinner some time midway through the conference. It works out a lot better."

Recommended New Books for Marketing Men

"*Functions of the Sales Executive.*" Published by Policyholders Service Bureau Metropolitan Life Insurance Co.

"*The Selling Parade.*" by Charles B. Roth. Published by B. C. Forbes Publishing Co. Price \$2.

"*Money in the Mail.*" by Jack Garrett. Published by The Business Book House, Charlottesville, Va. Price \$3.

"*Business Man—What Now?*" by W. Clement Moore. Published by Press Publishing Co. Price \$1.

"*Post's Paper Mill Directory for 1940.*" Published by L. D. Post, Inc. Price \$2.

"*Product Standards and Labeling for Consumers.*" by Alice L. Edwards. Published by Ronald Press Co. Price \$2.50.

"*Principles of Retail Merchandising.*" by H. A. Baker. Published by McGraw-Hill Book Co. Price \$4.

"*100 Packaging Case Histories.*" Published by Breskin Publishing Corp. Compiled by Albert Q. Maisel.

"*New England Community Statistical Abstracts.*" Published by the Bureau of Business Research, Boston University College of Business Administration.

"*The Retail Personnel Primer.*" Published by the National Retail Dry Goods Association. Price \$1.50 to members of NRDGA—\$2.50 to non-members.

"*Does Distribution Cost Too Much?*" Published by the Twentieth Century Fund. Price \$3.50.

"*How to Write Advertising that Sells.*" by Clyde Bedell. Published by McGraw-Hill Book Co. Price \$4.

"*Advertising as a Career.*" by Mark O'Dea. Published by himself. Price 30c.

SALES MANAGEMENT

*To every Advertiser
who faces*
"THE NEW YORK SELLING-PROBLEM"

HERE IS YOUR MARKET

BLOCK-BY-BLOCK

City block by city block — the suburbs by towns — the World-Telegram has analyzed the entire New York Market.

Factual and specific, this BLOCK-BY-BLOCK ANALYSIS is as broad as New York and its suburbs. It is the first complete *qualitative* study of circulation in the nation's greatest market... the first conclusive evaluation of New York and the important part of its population reached by the World-Telegram.

Applauded by leading advertisers, agency men and research specialists, this study has been proved to be 99 ³¹/₁₀₀ per cent accurate!

The important result of this research is the World-Telegram Pat-

tern which offers an accurate measure of this newspaper's readership... a Pattern which enables any advertiser to determine the exact pressure which the World-Telegram exerts upon each economic stratum of New York's population.

Now you can figure your true New York Market potential; now your salesmen can cultivate the known profit areas of the City and suburbs — and now you can use World-Telegram advertising to the utmost advantage.

BETTER THAN **1 OUT OF 3**
New York City families paying \$100 or more per month rent
READ THE WORLD-TELEGRAM

PROOF FOUND IN FLATBUSH

The higher rent section of Flatbush, Brooklyn, is one of numerous city and suburban areas checked and double-checked to prove the accuracy of the World-Telegram's BLOCK-BY-BLOCK analysis — the modern method of market measurement. These

31 high-rent blocks were selected for test from the 23,500 residential blocks of the City. In this "laboratory" of 1508 families the World-Telegram Analysis identified 33% as regular World-Telegram reader-families.

"CHECK," SAID ROSS-FEDERAL

Then, for verification, Ross-Federal Research Corporation was commissioned to make an actual door-to-door "census" of this 31-block area. It reported that 31.5% of all these families "read the World-Telegram yesterday."

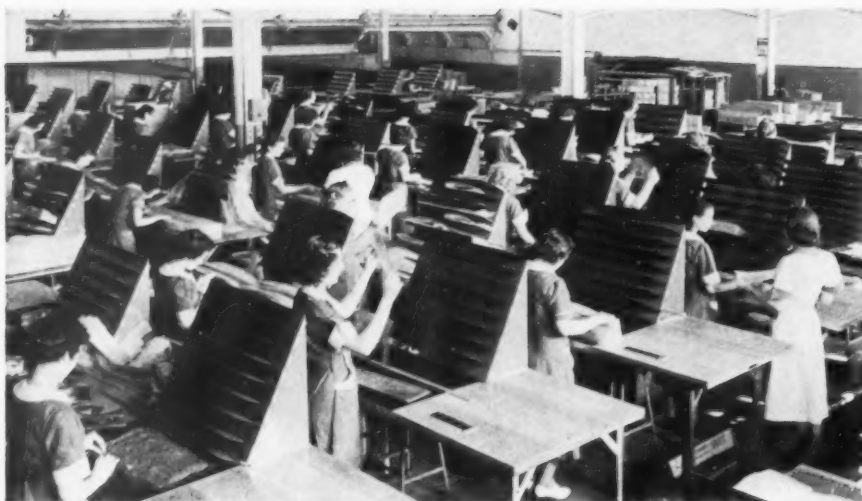
This corroboration by one of the nation's leading research organizations further establishes the accuracy of the entire BLOCK-BY-BLOCK ANALYSIS — the most detailed study of the New York Market that has been made.

This is the fourth of a series of advertisements based on the World-Telegram Block-by-Block Analysis. The next will describe our research in another New York Market area with findings corroborated by another independent research organization.

NATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD NEWSPAPERS
TWO HUNDRED THIRTY FIFTH AVENUE, NEW YORK, N. Y.
CHICAGO DETROIT MEMPHIS PHILADELPHIA SAN FRANCISCO
MEMBERS OF THE UNITED PRESS THE ASSOCIATED PRESS
THE AUDIT BUREAU OF CIRCULATIONS, AND MEDIA RECORDS, INC.



New York World-Telegram
A Scripps-Howard Newspaper
BY-OF-AND-FOR NEW YORKERS



In this bright, airy room with overhead natural light, scores of girls inspect, count, size and prepare Visking artificial sausage casings for packaging. All who have served one year share in the profits of the company.

Wage Dividend Plan Builds Loyal Corps of Workers for Visking

Every year this Chicago firm "cuts a melon" in which each employee who has worked for the company one year or more, shares. A trust fund not only builds an estate, but furnishes loans to workers overtaken by emergencies.

WHAT is known as the Visking Wage Dividend Plan has been in effect in the plant of the Visking Corp., Chicago, since April 1, 1934. Erwin O. Freund, president and founder of the company, devised the plan, and his viewpoint on proper relationship between employees and the company has always been a combination of the progressive and the practical.

Visking makes several types of artificial casings for many kinds of sausages, among others "skinless frankfurters." Expanding steadily during the past 12 years, the plant now has more than 800 workers. Every employee with a record of a year's service comes under the plan and the most recent check shows that 81% of them are qualified.

The plan is operated as a trust entirely independent and separate from the Visking Corp.; even investment in Visking securities is not permitted. Management and responsibility rests in the hands of three trustees, two of whom are company executives. These are: E. O. Freund, president of the company, chairman; A. G. Hewitt, plant superintendent, treasurer; Theodore G. Remer, a Chicago attorney, legal advisor.

Messrs. Freund and Hewitt serve

the trust without compensation and Mr. Remer receives a fixed annual fee. Mr. Hewitt was interviewed by a reporter from SM who had heard about the success of this rather unusual set-up in employer-employee relations over a period of approximately six years.

"Please understand that the money the company puts into the plan each year is not a *gift* to our employees," said Mr. Hewitt. "The fund was in nowise established with that thought in view. Neither is it a form of paternalism. Primarily the idea was to make the company more successful and profitable while at the same time making the lot of our employees better by increasing their security and their happiness.

"It all boils down to a logical, and as far as we can make it, a just method of reward for effort and services. The board of directors of the company causes to be paid over to the trustees a substantial proportion of the year's earnings of the company. This money is invested by the trustees according to their judgment and the earnings go back into the fund. A distribution of the fund is made annually on the basis of the employee's annual income and services with the company.

"Ten per cent of the amount credited to each employee participating is

paid to him in cash on each April 1. The remainder is placed to his credit in the fund. The purpose of this is to build up a highly liquid fund designed to alleviate distress in times of acute financial need and to be distributed to employees at the termination of their employment. In effect, the company says to all employees, "The Visking Wage Dividend Plan is for your benefit and costs you nothing. In establishing it the company is sharing a part of its profits with you. How much depends upon yourself and your efforts."

"Little or no mention is made of the plan when workers are hired. They do not share in it during the first year and we do not want them to figure it among their reasons for working for us. Rather, we hope that the benefits of the plan will come to them as a pleasant surprise later and that they will look upon it as something in addition to their regular compensation. Yet at the same time we want them to feel that they get it because they earn it and that the company is not *giving* them anything.

A Friend in Need

"Provisions of the trust fund have been established to deal with many situations. The need of being able to borrow in an emergency is one of the commonest which it meets, and considerable amounts are loaned. To obtain the loan the borrower must have a sound and substantial reason, such as serious illness or death in the family, which is likely to produce severe distress to the employee, or must want to make some stable or permanent investment, as in a home. In this latter case we take the precaution of seeing that he is given proper legal advice for his protection before purchase.

"The making of loans for non-essentials is discouraged as not being in line with our objective of protecting the employee's interest. Loans are repaid by monthly or weekly instalments normally spread over a period of 86 weeks, although in certain cases it is spread over a longer period as necessary to avoid working a hardship on the borrower or his family. The interest charge is small and goes back into the fund.

"Bookkeeping costs and similar expenses chargeable to the work of administering the fund are absorbed by the company. The loans made from the fund are not of the class generally called 'small loans,' and in an average year the number of loans may run between 75 and 90. If the employee needs a few dollars to tide him over

temporarily he can get them from another fund. These loans, known as Welfare Loans, are also paid back in instalments and average only about \$30.

"To protect the employees, their interest in the Wage Dividend Plan is not subject to assignment, sale, pledge, mortgage, hypothecation, garnishment transfer or judgment.

"In case of the death of an employee the trustees pay immediately on proof of death 25% of the credit standing to his account to the surviving spouse or next of kin. The remaining amount is paid within 60 days or, if desired, in weekly instalments.

"If in the opinion of the trustees the worker's employment is permanently terminated, the trustees pay him the amount credited to his account in weekly instalments of 1% of his total of the previous 12 months' salary. Payment under this provision commences two weeks after the termination of employment and these payments continue until the entire amount credited to the employee is paid or until he is re-engaged by the company."

Disability Wage Plan

The Visking Corp. has introduced several other plans which are doubtless factors in the unusually fine relationship between the company and its employees. The Disability Wage Plan, which is not insurance, makes it possible for the employee who is unable to work to draw full pay for up to 13 weeks each year. In 1939 a total of 179 workers filed 213 claims for disability wages. One received disability wages on four separate occasions.

"When this plan was started," said Mr. Hewitt, "it was suggested that some might take advantage of it by feigning illness. Such has not been the case. Our people have been very honest in the matter and there has been no malingering. Of course, the company doctor or nurse has a right to examine the sick person or investigate the case before the sick benefits are paid. It is to the credit of our people, however, that they have played just about 100% square with us."

Visking also gives its plant workers in all departments vacation with full pay ranging from one to three weeks each year, depending on years of service. Each employee is permitted to select the time of the year that he wishes to use for his vacation, with the company reserving the right to stagger the vacations so that not too many will be away at the same time.

In order to avoid hiring and firing an effort is made to keep manufactur-

ing moving on a uniform level despite the fact that the sale of Visking products is somewhat variable. Sales run higher in the Summer. Output is scheduled a year in advance as the result of sales forecasts which are periodically checked and revised as found necessary. The stock tends to increase during the Winter months and to become depleted in Summer.

In checking up on lost time from

work the company discovered a fact that has not been suspected by many. It was found that more employees were injured in accidents on the way to and from work—that is, between the home and the plant—than in accidents within the plant. To protect the employees during these most dangerous hours the company took out blanket insurance covering the employees on their way to and from work.

Business-Consumer Relations

Four Organizations Holding May Meetings on the Consumer Movement—What Would a Federal Department of the Consumer Do to Business?

BUSINESS gives consideration to the consumer movement and business-consumer relations this month as, from various platforms, speakers discuss the pros and cons of these provocative subjects before national groups of leaders in commerce and industry. Keener concern is displayed by larger numbers of business men in the opportunities and dangers of the consumer movement, which, within the past year, has become a major national interest, and a growing factor in the field of distribution.

U. S. Chamber "Appraises"

"Appraising the Consumer Movement" is the topic under which the United States Chamber of Commerce, on the first day of May, is discussing consumer needs with relation to manufacturing and distributing procedures. This scrutiny is in line with the special study, "The Case for Distribution," recently made by *Nation's Business*, the organ of the United States Chamber of Commerce, which explored and analyzed the effect of consumer agitation as reflected in governmental, educational and consumer group objectives.

AMA Plans Debate

In the afternoon of May 10 at the Hotel Commodore, in New York City, the American Marketing Association, in Spring convention, will debate the consumer movement, with proponents and opponents given full opportunity to express themselves on the subjects, and apparently with no holds barred. A jury of women consumers will tell manufacturers what they like and don't like. Debates, specifically pointed, have been arranged between

spokesmen for and against, and some highly interesting dissection of the consumer movement is expected.

Business Bureaus Shape Program

Spurred on by the interest displayed at the first annual Business-Consumer Relations Conference on Advertising and Selling Practices held at Buffalo last year, the National Association of Better Business Bureaus is putting vigor behind its plans for the second conference to be held at the Pennsylvania Hotel, New York City, May 13 and 14. More than 500 business men, consumer leaders and educators attended the sessions last year, and an even greater number is expected at the two-day meeting this month. The program is divided into four parts: What is the consumer movement? What is its relation with business? What can business do to meet consumer demands? What will be the effect of the consumer movement on business.

Prominent educators, home economists, club women and business men will be heard on the program, which will be featured by a Consumer Forum planned to present for business consideration some of the practical problems with which consumers are faced. This forum will be conducted by representatives of three of the leading consumer organizations—the General Federation of Women's Clubs, the American Association of University Women and the American Home Economics Association.

Business men who will be heard at the Better Business Bureaus' conference are Thurmond Chatham, president, Chatham Manufacturing Co.; Edward J. Condon, director of public relations, Sears, Roebuck & Co., and

W. T. Nardin, vice-president, Pet Milk Sales Corp. Dr. Kenneth Dameron, director, Committee on Consumer Relations in Advertising, also will be on the program, as will Raymond Rubicam, chairman of the board, Young & Rubicam, who will discuss the need for the self-regulation of business as brought out in the conference proceedings.

Consumer-Retailer Relations

Consumer-retailer relations will be highlighted at the second annual American Retail Federation forum to be held at the Stephens Hotel, Chicago, on May 15 to 17, when Mrs. Saidie Orr Dunbar, president, General Federation of Women's Clubs, and speaking also for the American Home Economics Association and the American Association of University Women, will talk on "The Consumers' Part in Democracy." Also taking part in this section of the program will be Gen. Robert W. Wood, chairman of the board, Sears, Roebuck & Co., and Louis E. Kirstein, of the Filene Department Store, Boston.

Consumer Educators Prepare

While business will be engaged in getting new angles on the consumer movement, thousands of teachers throughout the country will be preparing to attend some 75 or more colleges and universities for Summer studies in consumer education. These studies will be through specially designed consumer education courses, and also will be distributed among courses in home economics, marketing, family finance, textiles and chemistry. Some colleges and universities will give more than one course in consumer education, and the total of such courses will probably exceed 150.

The teachers receiving the Summer instruction will in the Fall go back to their schools and colleges, and continue their influence on tomorrow's consumers, approximately 5,000,000 of whom, in more than 20,000 secondary and other schools, are being exposed in one way or another to consumer education. What they are being taught and how they are being taught about a subject vital to the business interest is a first concern to business leaders.

Consumers Get Advice

Consumers are said to be "out in the cold" so far as advice on legislation is concerned, in spite of the activity of "legislative" committees of various so-called *bona fide* consumer organizations. However, the National Lawyers' Guild has stepped into the gap to report on bills before the Con-

gress which most directly affect the consumers.

Indicative of the Guild's stand on legislation is its pro attitude on the Norris bill proposing redefinition of cooperative associations so as to include consumer cooperatives as well as farmer cooperatives and make the former eligible for financial aid from the Farm Credit Administration; the Capper bill which would permit consumer cooperatives to operate tax-free in the District of Columbia; the Somers bills fixing the standards of dimension and capacity of metal containers for canned fruits, vegetables and canned milk, and also for boxes, baskets, sacks, barrels and other containers for fruits and vegetables, and the District of Columbia Group Hospitalization law, which the Guild says "may be an important precedent for cooperatives in the field of medical and hospital services."

The headquarters of the National Lawyers' Guild is at 3022 Q Street, Northwest, Washington, D. C., and its consumer legislation reports are available to all who apply.

Consumer Bureau Build-up

There has not been much general knowledge of the behind-the-scenes efforts by some consumer leaders in Washington to eventuate a Federal Department of the Consumer, although it is known that there has been a continuous build-up for some such agency to coordinate all governmental activity in the interest of the consumer. The President was urged some time ago to create a consumer commission as a war emergency.

But forces evidently are working quietly, because the coordination move goes forward and substantial gains are in prospect under the Reorganization Act which permits the President, by executive order, to shift Federal agencies to align their activities and lessen duplication. The President's plans, announced and rumored, would put the major consumer divisions in one department — the Federal Security Agency.

Food with Public Health?

Despite the opposition of farm leaders and the evident objection of some sections of business, the President has recommended the transfer of the Food and Drug Administration from the Department of Agriculture to the Federal Security Agency, which means that the Food and Drug Administration would be under the United States Public Health Service, brought over from the Treasury Department last year. The farmers do

not like the idea of having their food products put under public health along with drugs and cosmetics, and manufacturers of the latter products fear unreasonable control due to the greater strength of the centralized agency.

There is justification, it appears, for these fears because if further reported transfer plans are put through, the Consumers Counsel, Agricultural Adjustment Administration, now with the Department of Agriculture, would also be shifted to the Federal Security Agency, and this would give added strength to the consumer coordination program leading, it is believed, to more drastic business regulation. More strength to the consolidation would be given by the rumored plan to transfer the Consumers' Counsel, Division of the Department of the Interior, originally a part of the National Bituminous Coal Commission, also to the Federal Security Agency.

Anti-Business Victory

This would mean that with the exception of the Federal Trade Commission, and minor sections in the government concerned with the consumer — such as the Bureau of Home Economics, now a part of the Department of Agriculture — the most important Federal consumer divisions would be concentrated in one agency. While such concentration may have an economy value, the belief is that it seems to fit in too well with the campaign for a consumer department not to be proposed for that purpose. If this is so, the coordination if accomplished can be credited as a victory for that consumer leadership which has not been known for its friendliness to the business interest.

Wagner Bill Worth Study

To business men who have not had an opportunity to do so, recommendation is made that they study Bill No. 1027 introduced at the recent session of the New York State Legislature by Assemblyman Robert F. Wagner, Jr., and which proposed "to amend the public health law, in relation to preventing the manufacture and sale of adulterated or misrepresented foods, drugs, cosmetics or health devices and to regulate traffic therein," and "to create a consumers' bureau in the state department of health and for other purposes." The bill was killed in committee, but it will come before the Legislature again next year. It has been characterized as representing the "ultimate in bureaucratic absolutism," and is declared to be the sort of costly, restrictive and strangling legislation that might be proposed in any state.



"LISTEN, SOURPUSS!"

MOST PEOPLE are too scared of our boss to disagree with him, and the people who are usually most scared of him are space salesmen.

But the other day some fresh bird selling "novelty ads" lost his temper and pitched into the old walrus.

"Listen, sourpuss," he said—we were all listening outside the office door—"You're so narrow-minded you'd cut yourself with even a *dull* idea!"

Well, we were just fixing to call the ambulance. But doggone if the old man didn't soften right up. Just as kindly and pleasant as you could dream, he explained his position.

He said he only had a modest advertising

appropriation, so every dollar had to be laid on rock bottom.

"Long experience shows that the women of the country are your soundest, steadiest advertising investment," he said. "Women do at least four-fifths of the buying! So my *basic market* is a block of *buying women*."

"Good Housekeeping's two-million-two regular subscribers—not to mention that other couple of million who finally read each issue—the other good books' other good millions—brother, *that's a market!*"

"When you can show me a *better* market than that—come back."

When last seen, the "novelty-ad" salesman was in conference with a little man who wasn't there.

Good Housekeeping



(You can move your display right into these buying homes—less than a nickel buys a dozen full-color pages!)



If this department apes the prose-style of the *New Yorker*, it is because your conductor considers it a style worth aping, however clumsily. Where else will you find in contemporary prose such delightful locutions as: "Beside the murdered corpse of sleep"?

In Winter, especially, a locomotive engineer is a human "Baked Alaska." I mean, with the lower half of his body in the hot cab and the upper half out in the cold wind.

Just outside Baltimore's Union Station are four signboards. Reading from left to right, you have Schenley whisky, Gunther's beer, Budweiser beer, and an impish statement by Fairfield-Western Maryland Dairy: "There is no substitute for fresh milk."

The conservative N. Y. *Times* gets off a sly one now and then, like this cut-caption: "W. C. Fields, bag and baggage, registers for *My Little Chickadee* at the Roxy. The baggage, of course, is Mae West." Not the bag, you notice.

Ed Pope's idea of a natural for the next Goldwyn Follies would be: "Accent Uncouth."

Philadelphia's Yellow Cab Co. says cutely: "The Greeks had no name for it so we called it 'Cabulance.'"

I thought Ferdinand, the Bull, was a great guy and envied him his peaceful life, but Borden's Elsie, the Cow, leaves me cold. Maybe I have a very warped sense of humor.

One of the seven wonders of the modern world is the teletype. I would like to urge, however, that A. T. & T. provide a keyboard that more nearly duplicates that of a standard typewriter. It's hard to transmit advertising copy accurately without the apostrophe, the colon, the question mark, the exclamation mark, and some device for underscoring stressed words.

One of the nicest noseays this department ever got came from Florence Harris, secretary to the president of Klau-Van Pietersom-Dunlap, the Mil-

waukee agency. Gosh, are we puffed up!

When I was called upon to write an obit for the mother of an official of a soup company, I thought I had covered all the bases in this writing business. Recently, however, I had the job of rewriting the lyrics of a juke-box jig called the "Arrow Beer Polka."

Capsule Caricature: "He had an over-developed sense of rumor."

Col. Hutchison, of "The Flying Hutchisons," knows the world better than Marco Polo knew it. He has seen all my favorite Caribbean hide-outs, but told me recently that the pick of paradisaic spots is Southern California. That would seem to confirm a widespread rumor.

The A&P tried "dated doughnuts" in some of its Brooklyn stores and tripled sales, I hear. A nice increase, on the hole.

As an unidentified contributor, "f.s." of Chicago has doubtless observed, there was more "Post luck" when a lead article on Jimmy Cromwell appeared just at the time Cordy Hull was raking him over for talking out of turn.

Non-Stop Sentence Dept.: "Steaming platefuls of Campbell's Cream of Mushroom Soup on your table will mean a sure, bright feather in *your* cap—the heartfelt acclaim of your family, the eager tribute of your friends and always, for you, the satisfaction you enjoy when you serve something unusual and especially good."

Name for a cola drink: "King Cola."

J. Walter Thompson is no relation, so I can say without bias that his Kellogg advertising in the mags is the nuts. It's calculated to make people *hungry*, without which all food advertising seems a waste of money to this observer.

If my scouts are accurate, it was

McGraw-Hill Publishing Co. which invented that swell slogan for a famous saw: "Disston has the edge."

Tessie O'Paque thinks "gingivitis" is a fancy cocktail.

National Biscuit has stopped wise-crackering and is offering Ritz crackers with appetizing pictures and mouth-watering copy.

O Wind, if such good copy comes for Air Transport Association, can Obie Winters far behind?

Stopper by Goodyear: "What a heel!"

"You can't see the joints," says U. S. Gypsum. But a taxi-driver can always take you there.

Witty friend of ours says she went into the hospital with Dish-pan Hands and came out with Bed-pan Hams.

Sung in German, the majestic *Ride of the Valkyries* will always sound to me like: "Buy alcohol, huh? Buy alcohol, huh?"

"One look at it starts little fires in your eyes," began the copy for a sweet page about Packard, both from a copy and art point-of-view.

Stopper by Walter Winchell used to plug the play, "Ladies in Retirement": "Go to see it and get the hell scared out of you!"

Mr. Boston's "Pinch" whisky is "America's Social - Light Whiskey." Pun my word!

When the Basil Rathbones serve California wines at their parties, I suppose Mr. Boston would quip: "The grapes of Rathbone."

"There is much to see in Philadelphia," billboards the Benjamin Franklin Hotel. Stanley Walker, ex-editor of the *Ledger*, heard different. He told about it in *Look*.

Several restaurants featuring Southern Comfort whisky offer "Scarlett O'Hara, a wonderful cocktail. Only two, please, lest you be gone with the wind."

I don't suppose *Time* will ever get around to having a testing-bureau of its own, but "Time-Tested" sounds like a natural.

Bruce Barton would rather be President than write.

T. HARRY THOMPSON
SALES MANAGEMENT

ONE of the largest, broadest and fastest-growing markets in this country is the power field, a giant power plant of 65 million mechanical horsepower plus 140 million horsepower of steam for process and heating.

It is not an industry, but a vital part of all industries. Every factory, mine, utility, institution and building in the nation uses power in some form.

It is a dependable market, as sure to grow as 130 million people are sure to go on wanting more cars, radios, home appliances, stream-lined trains, air conditioning, and countless other things not yet invented.

Huge, Growing Market...

One of America's biggest, broadest and fastest-growing markets for 200-odd industrial products.



Important Information for Sales Executives Selling to Industry

Brief picture of a market that announced a billion dollars worth of new construction and modernization during the past year

Every material possession depends upon power. Every social and economic change demands more and more of it.

But what is a power plant? What products does it use? Who buys them?

A power plant includes not only the boilers, prime-movers, generators, and their accessories, but all other equipment used in generating, transmitting and applying the power services — electricity, mechanical power, steam, hot and cold water, refrigeration, compressed and conditioned air.

Every service has its "heart" — boiler, turbine, compressor, etc. — and each is sent through "arteries" shafts, pipes, and wires to the various points of application. Thus the power plant is really a "power system".

There are more than 200 separate items of equipment and supplies used in the nation's power system — In addition to those in the boiler and engine room there are mechanical transmission equipment; electrical products; heating, air conditioning and refrigeration equipment; and numerous supply items such as lubricants, fuels, piping, valves, fittings, wire rope and tools.

These are specified by one type of man. His title varies, but his function is that of power engineer. He knows his plant's equipment needs and understands the technical language manufacturers must use to express the merits of their products.

Wouldn't you like to know about this man—how numerous he is, how he influences the specification of individual products, what he wants to know about your equipment, how hundreds of companies are selling him profitably?

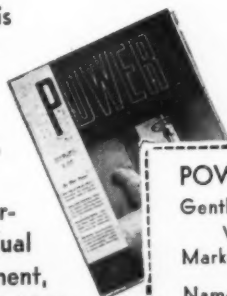
We can help you. First we suggest you read our 12-page booklet, "Power, the Market, the Publication".

Then possibly you can make good use of the considerable store of marketing data on individual products we have on file.

What the Power Plant Includes . . .

All equipment used to generate, transmit and apply steam, water, air, electricity, refrigeration and mechanical power.

THE POWER SYSTEM OF A TYPICAL PLANT					
	STEAM	Process, heating	Unit heaters	Pipe Hangers	Valves
Boilers			Traps		Insulation
Engines	WATER	Drinking, fire protection, etc.	Pumps	Filters	Strainers
Generators			Pipe	Valves	Pumps
Auxiliaries	AIR	Mixing, sand blast, cooling	Filters	Pipe Ducts	Fittings
Compressors			Instruments		Hose
Pumps	ELECTRICITY	Light, heat motor drives	Motors	Wire Capacitors	Conduit
Spray ponds			Control		Instruments
Supplies	REFRIGERATION	Cooling	Valves	Piping	Coolers
			Insulation	Meters	Control
	MECHANICAL POWER	Machine drives	Belts	Speed reducers	Shafting
			Gearing	Hangers	



POWER, 330 W. 42nd St., New York, N. Y.

Gentlemen:

Without charge, please send me a copy of your booklet, "Power, the Market, the Publication".

Name.....

Address.....

Title.....

WHY KEY BUSI
...THEY ARE INDISPENSABLE TO

The **LAYS CORPORATION**
Since 1901 Combustion
INSTRUMENTS
& CONTROL MICHIGAN CITY, INDIANA, U.S.A.

P. O. BOX 299 • TELEPHONE 215 • CABLE ADDRESS "COAPCO"
REPRESENTED IN PRINCIPAL CITIES • ALL ORDERS AND
QUOTATIONS SUBJECT TO APPROVAL BY HOME OFFICE

Sales Management,
420 Lexington Avenue,
New York, N. Y.

OUR REF 124-PTS
December 4, 1939

Dear Mr. Davidson:

From my observation the publications in the power and allied industries are doing a splendid educational work.

For instance, many of the text books in use today are obsolete as far as present day practice is concerned. This is to be expected in this fast moving world, for what is new today may be succeeded by an improvement or an entirely new idea tomorrow. And our trade publications are depended upon to a large extent to give us the latest thought along these lines. They form a valuable supplement to our text books.

I examine eight to twelve trade publications a month, chiefly in the power and technical fields. I haven't the time to read them all thoroughly, but I can get a pretty good idea of the subjects covered and who is contributing to them. I find represented in these publications a large number of engineering authorities whose opinions I respect.

The advertising pages are of almost as much interest as the editorial pages. They tell the story of industrial progress by showing products in actual use, often under unusual conditions. They tell of improvements, new ways of doing old jobs better or old ways which have stood the test of time and extreme conditions.

I am thoroughly convinced that the well edited trade, industrial and technical publications are indispensable to industrial and business progress.

Very truly yours,

Phil T. Sprague

Phil T. Sprague
PRESIDENT

GOOD BUSINESS PAPERS BU

No. 5

A survey series by Sales Management showing that key men everywhere in industry are regular readers of business papers . . . and why.

Sponsored by the following Business Papers receiving unanimous votes from a jury of disinterested experts for "honest and able editing that renders a real service":—

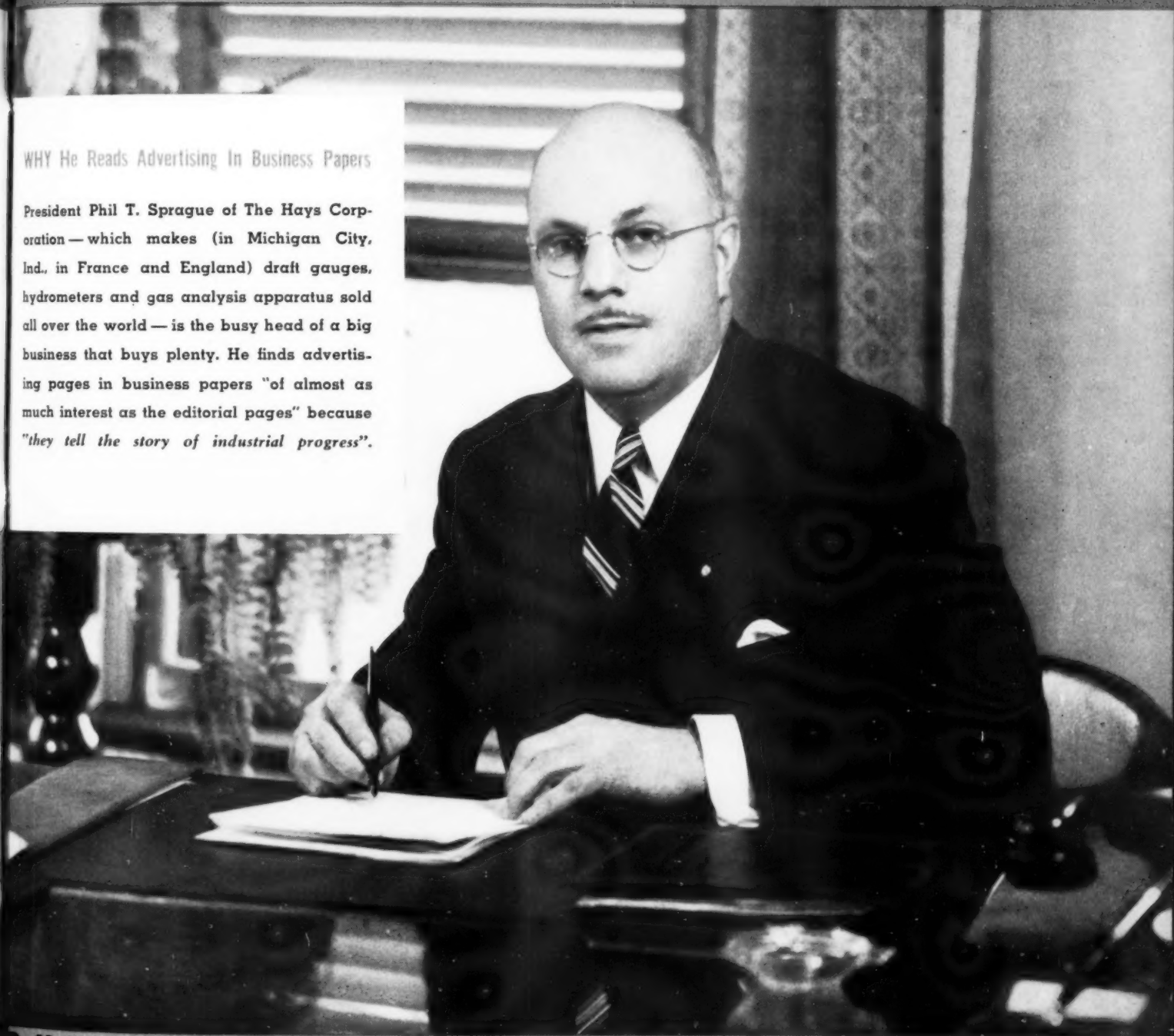
AMERI
BAKER
BOOT
New
BUILD
Chic
CHEM
ENG

KEY MEN READ
BUSINESS PAPERS

TO INDUSTRIAL PROGRESS."

WHY He Reads Advertising In Business Papers

President Phil T. Sprague of The Hays Corporation — which makes (in Michigan City, Ind., in France and England) draft gauges, hydrometers and gas analysis apparatus sold all over the world — is the busy head of a big business that buys plenty. He finds advertising pages in business papers "of almost as much interest as the editorial pages" because "they tell the story of industrial progress".

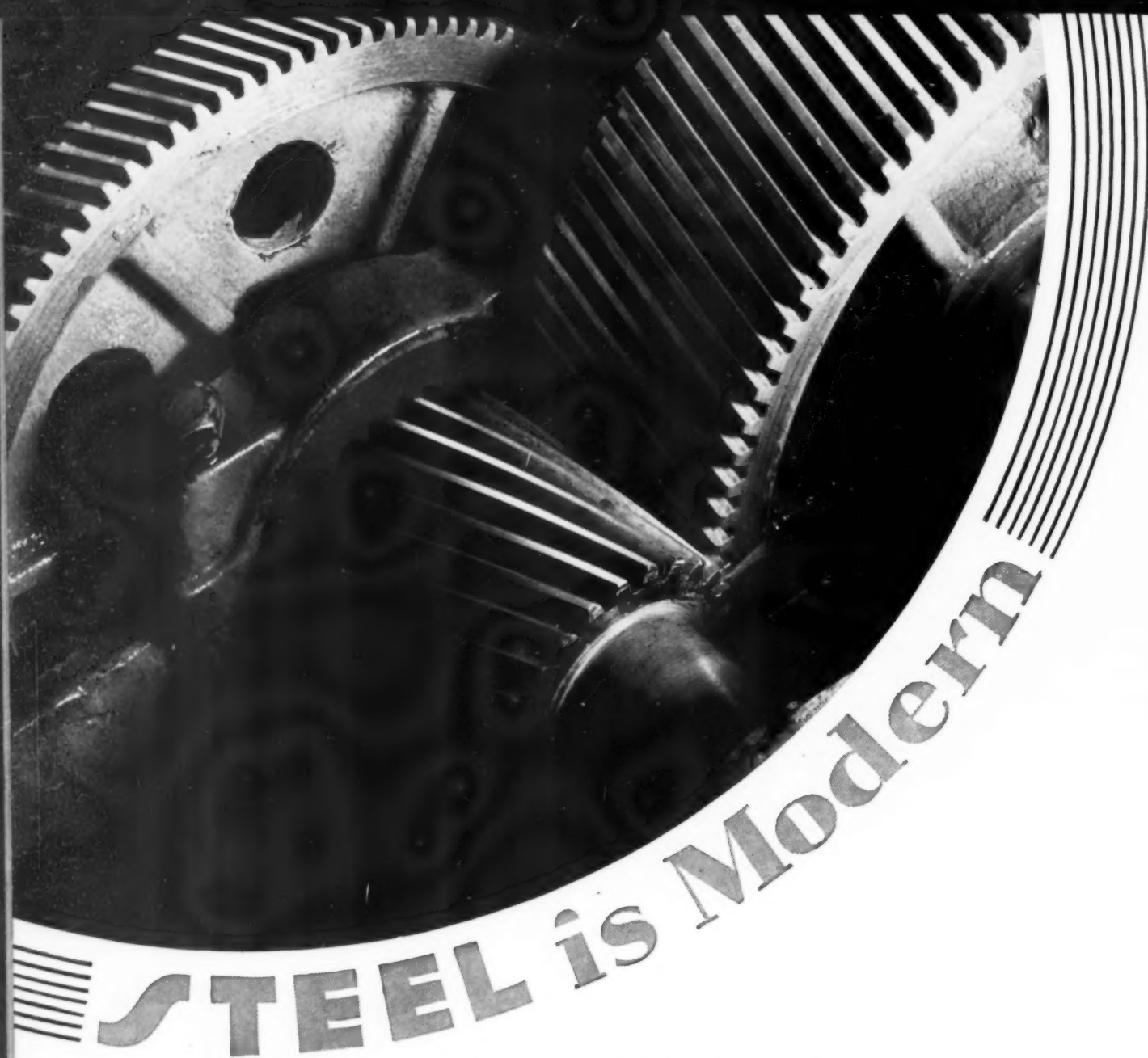


BUILD BETTER BUSINESS

AMERICAN BUILDER, Chicago
BAKERS WEEKLY, New York
BOOT AND SHOE RECORDER,
New York
BUILDING SUPPLY NEWS
Chicago
CHEMICAL & METALLURGICAL
ENGINEERING, New York

DEPARTMENT STORE ECON-
OMIST, New York
ELECTRICAL WORLD, New York
FOOD INDUSTRIES, New York
THE IRON AGE, New York
THE JEWELERS' CIRCULAR-
KEystone, New York
MACHINERY, New York

MACHINE DESIGN, Cleveland
POWER, New York
RAILWAY AGE, New York
RESTAURANT MANAGEMENT,
New York
SALES MANAGEMENT, New York
STEEL, Cleveland



STEEL is Modern

In every successful industrial organization each executive, each department and each man must coordinate his efforts with every other executive, department and man . . . like a train of gears accurately meshing together. And like meshing gears, modern business papers fit into management, operating and selling plans . . . helping the individuals to function more smoothly by virtue of keeping more fully informed.

Steel covers the production, processing, distribution and use of metals . . . America's number one industry. STEEL is the metal producing and metalworking industries' modern chronicler of facts, developments and news, read weekly by more than 63,000 buying and specifying individuals.

STEEL's wide, year-after-year acceptance by management, purchasing and operating officials is proof that progressive editorial pages, plus fully visible advertising, plus planned quality distribution is the logical medium for advertising in the metal producing and metalworking industries.

STEEL is Modern!

ADVERTISING PAGES

First Quarter, 1940 vs. First Quarter, 1939
(As Tabulated in *Industrial Marketing*)

Average of 79 Industrial Papers	+ 5.71%
STEEL	+ 14.28%

STEEL

CLEVELAND
OHIO



WSAI Wins Canada Dry Promotion Award

OF the 78 radio stations in the U. S. and Canada carrying Canada Dry's Tuesday night expert quizzer, "Information Please," Station WSAI, Cincinnati, conducted the best individual station promotion for the program to win first award in the contest sponsored by Canada Dry Ginger Ale, Inc., New York, February 15 to March 15, to encourage stations to promote "Information Please" and Canada Dry beverages.

A silver plaque and \$50 in cash were awarded to Dewey Long, station manager of WSAI, prior to the April 9 broadcast of "Information Please" which saluted the winning station; a bronze plaque and \$25 in cash to WFIL, Philadelphia, as second prize winner; and honor scrolls and \$15 in cash to each of three stations tying for third place: WSYR, Syracuse, N. Y.; WABY, Albany, N. Y.; and CJCA, Edmonton, Alberta, Canada. Additional awards of certificates and \$10 in cash went to nine stations, honorable mentions to 16.

In the former group were the following stations: WHK, Cleveland; WMPS, Memphis; KTOK, Oklahoma City; KGKO, Fort Worth; KDKA, Pittsburgh; WAVE, Louisville; KFSD, San Diego; CJRC, Winnipeg; WJIM, Lansing; WSPD, Toledo. To WBAL, Baltimore; WHAM, Rochester; WEBR, Buffalo; KSO, Des Moines; WMT, Cedar Rapids; WREN, Lawrence, Kas.; WNBC, Hartford; KVOB, Denver; WAGA, Atlanta; KIDO, Boise; CFGP, Grand Prairie, Alberta, Canada; CFAC, Calgary, Alberta, Canada; WJTN, Jamestown, N. Y.; WIRE, Indianapolis; CFCE, Montreal; and KGU, Honolulu, went the honorable mentions.

The winning WSAI promotion followed a concrete plan laid down by Mr. Long and Richard A. Ruppert, WSAI sales promotion manager, the former told SM. "We had two fundamental ideas back of the promotion," he said: "To tell as many people in as many places and as many times as possible about 'Information Please' and Canada Dry beverages, and to stimulate the enthusiasm of as many actual and prospective dealers as possible for both the program and the product.

"Fortunately for us, WSAI had already built a sound promotion set-up, and for the job on hand we utilized the 'plugs' we had already worked

out." These included double-size, four-color car cards, posted to reach an estimated 2,000,000 street car and bus riders during the contest month; minute movies in neighborhood theatres in and around Cincinnati which were seen by approximately a quarter-million moviegoers; dramatized spot announcements broadcast over the station to remind morning, noon, afternoon and night audiences in WSAI's area of 1,600,000 to listen to "Information Please"; a feature story in the "WSA I-Opener," the station's house



Dewey Long, station manager of WSAI, center, receives a silver plaque from Canada Dry President Roy W. Moore in the company's New York office for the best promotional effort on behalf of "Information Please." At the left is J. M. Mathes, president of J. M. Mathes, Inc., agency in charge of Canada Dry advertising and the contest.

organ distributed to retail outlets and business executives in Cincinnati; letters to a list of 3,000 Cincinnati grocers, druggists and other retailers; displays in 200 drug store windows, in grocery stores and in the station's own studios; and a half-hour quiz show featuring retailers as the contestants.

The window displays were made possible by a recent agreement concluded by WSAI with the Ohio Valley Druggists' Association and the Northern Kentucky Druggists' Association to display WSAI advertised items in the windows of member drug stores. According to WSAI, member stores of both associations make up about 50% of the pharmacies in greater Cincinnati. The schedule for the first display to be put in druggists' windows fell during the contest month, and into the windows went Canada Dry displays. To stimulate interest in displaying Canada Dry material, WSAI ran its own contest, offering a check for \$10 to the druggist installing the best display of Canada Dry products. The prize was won by Elmer Glaser, president of the Northern Kentucky Druggists' Association, and presented to him by Mr. Ruppert, who originated the display idea.

For several months WSAI has been broadcasting a half-hour "Merchants Quizz Bizz," an audience participation show in which the contestants—and usually the audience—are local retailers. Broadcast on Tuesday night, the program each week features questions about the program and products of a sponsor on WSAI and offers as prizes that sponsor's products. "In this way," says Mr. Long, "after retailers have been on the air they are sure to be kidded by their friends, their customers and their suppliers; and, by learning how many people hear a fair show, they can easily comprehend how many more of their customers hear a major show and can understand what a selling power that program is."

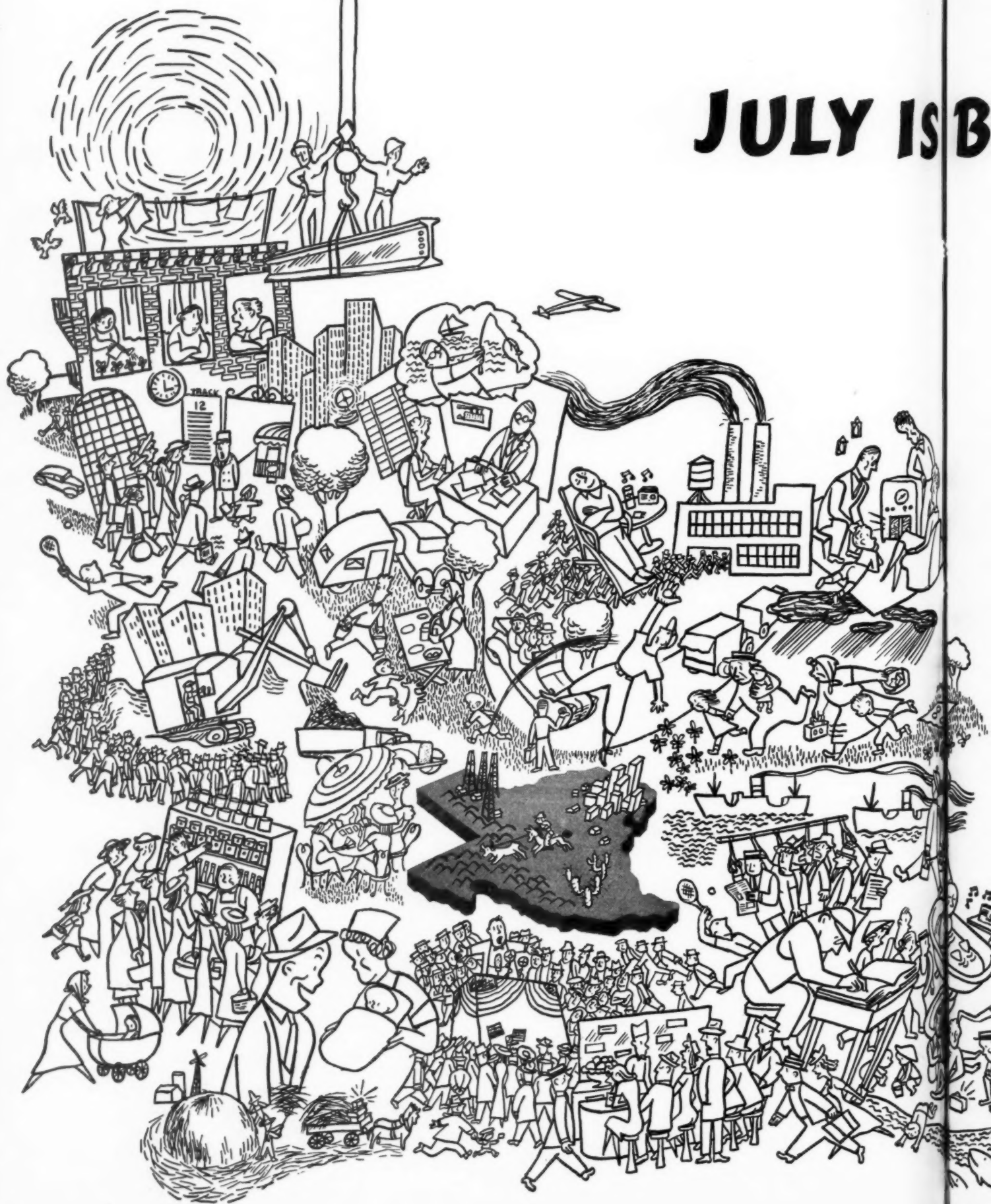
The "Quizz Bizz" featuring "Information Please" and Canada Dry prod-

ucts was one of the major elements of WSAI's "Information Please" promotion. Grocers competed against druggists. Previously a letter from the station had invited all druggists and grocers in the Cincinnati area to "come out and yell for your side," and, reports Mr. Long, the station was jammed.

"For the size of our market," concluded Mr. Long, "we think we did a thorough job of telling people 'to listen and buy.' We used everything we had: Promotion department, artists bureau, continuity writers, executive direction, organization zeal and hard work. We agreed that one result was sure to follow if we worked up the enthusiasm of both listeners and dealers, the result that Canada Dry products could be sold more easily and in greater quantities."

The "Information Please" contest was conducted by J. M. Mathes, Inc., N. Y. agency for Canada Dry, and judged by William S. Brown, advertising manager of Canada Dry; S. Barret McCormick, director of advertising and publicity, RKO Radio Pictures, Inc.; Robert J. Landry, radio editor, *Variety*; and Sam G. Wingfield, of the agency.

JULY IS B



BIGGER THAN TEXAS

-BIGGER THAN CALIFORNIA, OHIO, ILLINOIS!

How many sales does it take to make a market?

More sales are made in *July alone*, than in all Illinois or California or Texas in a year!

Look at it any way you wish. Compare retail sales, payrolls or production. July is the bigger market. To ignore July... to do nothing about protecting your interests in *this* market... is like defaulting in Chicago, Philadelphia and Boston combined. July is bigger than the three of them.

So an old tradition dies... easily. The tradition that it makes sense for an advertiser to fight desperately for his share, say, of Illinois... and then do nothing to protect himself in a market *three times as big*: June, July and August!

That strange tradition has been blasted higher than the summer sky. Blasted by radio, which has changed the face of summer. Radio has broken the chains that bound advertising to time or place. Radio has made it economically possible to cover *every* market *every* week and *every* month; to do it with a regularity, a frequency, a *mass* coverage no practical budget can buy anywhere else. In summer as in winter.

There are now 6,500,000 *automobile*-radios on the road. There are 1,000,000 *more* of the new portable sets, travelling wherever America travels. And 21,900,000 radio families are *known* to be listening at *home*, each summer day!

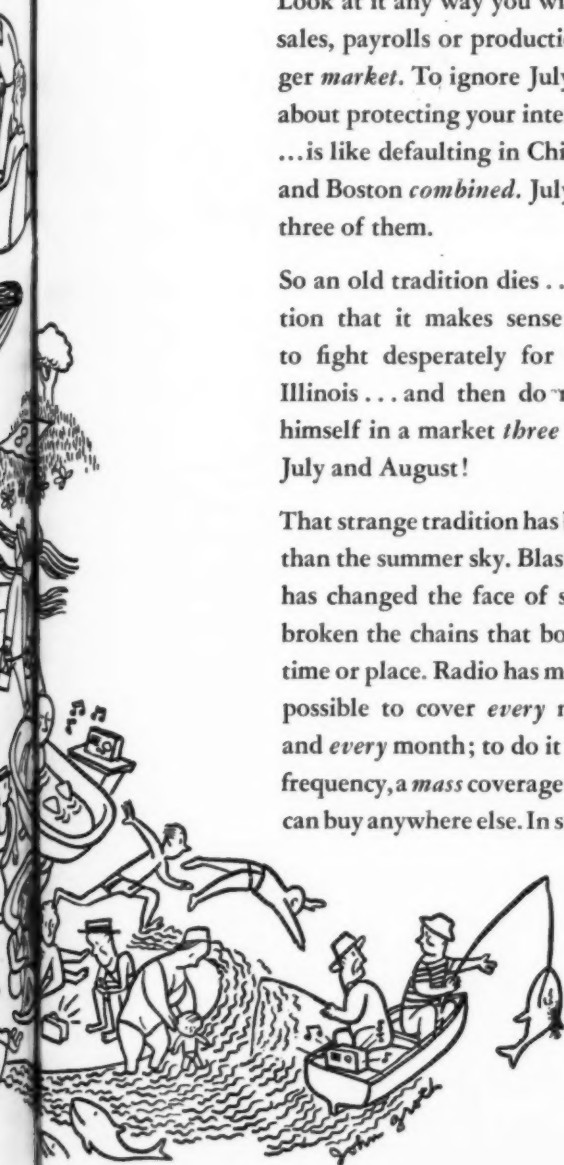
Clearly, radio listening is no exception to the habits that make this nation a market. People eat and dress, work and have babies, shop and spend throughout the year. For the vast *bulk* of families, summer makes little change in the daily routine. It perhaps puts an extra stress on *relaxation*. And that only makes radio more than ever important! It's so *easy* to listen...

Small wonder, then, that CBS *summer* advertising in 1939 leaped to a new high, 53% above 1938! Because the Columbia Network covers the *vital summer market* more completely and economically than was possible even a few short years ago.*

So there's now *no* reason to give up the extra sales you *might* be making in June, July and August. Radio makes them as easy to get... and to protect... *in summer as in any other season of the year*.

COLUMBIA BROADCASTING SYSTEM

*The data in this CBS advertisement are taken from the most authoritative available sources. If you would like to make a specific analysis of summer advertising in relation to your markets we'll be happy to assist you, with considerably amplified facts and figures.



How Sturtevant Develops Sales Talent in Tech School Grads

Industrial firm builds new relays of man power for both field and laboratory by putting young engineers through a stiff course of training inside the organization.

DOES your product require highly trained technicians as salesmen? Is it expensive, sold in large units, and does it therefore demand exceptionally intelligent men to present it? Where can you locate such men? How should they be educated, slowly, thoroughly? These are questions that confront the B. F. Sturtevant Co., Boston, every day.

Sturtevant is the world's largest manufacturer of air handling equipment, distributing directly to industry and not through sales distributing organizations such as are used by many major manufacturers. The company does not manufacture small units. Some \$9,000,000 worth of equipment manufactured in six plants is sold annually all over the continent by 100 sales engineers working out of 45 sales offices.

These men turn in orders which frequently run to several hundred thousand dollars. A typical order was for 84 huge fans for the Holland Tunnel under the Hudson River, and a recent order was for 26 very large fans and motors for ventilating the tunnels on the Pennsylvania Turnpike, the straight-line auto toll road from Harrisburg to Pittsburgh.

Salesmen Must Be Engineers

There are 22 installations at the N. Y. World's Fair; 21 large Washington government buildings are equipped with Sturtevant fans; and equipment has been sold to 37 railroads for 8,000 passenger cars. To the Brooklyn Edison Co. the company sold equipment for the world's largest draft fan installation.

This selling requires an engineer who knows the technicalities of fan engineering sufficiently well to design, select and apply all types of fan apparatus. He must be able to quote prices and to persuade prospects that purchase of the equipment is economically justified. He works with engineers, architects and top executives, where selling is based on engineering knowledge.

Training men for these jobs starts prior to hiring. To interest graduates

of technical schools and colleges, the company has issued a 12-page, 5" x 7" booklet presenting the opportunities offered by Sturtevant. This booklet describes the company's position and importance in the fan field. It strongly emphasizes the fact that a young man can earn a good living and expect advancement in the industry, if he is willing to apply himself untiringly to obtain the necessary technical knowledge. It illustrates and describes the company's six plants located in this country and in Canada, shows several typical factory scenes, and describes in detail the sales training course.

Comprehensive Interview

Students interested in this type of work are invited to fill out an application after which an interview follows with a company official. The application after which an interview follows tailed information. In addition to the usual name, location, age, nationality, position desired and salary expected, it contains a complete health and physical record, an educational record, and the following general data:

Number of dependents, father's name and business, whether citizen by birth or by naturalization, value of real estate or stocks owned, outstanding obligations, types of insurance carried, military and fraternal affiliations, sports in which the applicant is interested, intellectual diversions and the names of relatives or acquaintances in Sturtevant employ. On the reverse side of the form are names of references and a complete history of previous employment.

During the interview which follows, students are told they must be willing to go anywhere, to put on overalls and to work their way through all departments of company plants, and to adjust themselves to large corporate organization.

Once accepted, the student starts a training course which lasts from one and a half to two years, emphasizing the following general subjects presented by managers and executives:

General Instructions and
I. Q. Test.....Sales Manager

History of B. F. Sturtevant Co.	Treasurer
Policies of Company and Opportunities	President
Organization and Functions of Departments ...	Chief Engineer
Proper and Improper Use of Credit	Credit Manager
The Price Book	Assistant to Sales Manager
Advertising and Sales Promotion	Advertising Counsel
The Engineer's Place in Society	Vice-President
Competitors	Sales Manager
Merchandise Selling	Merchandise Dept. Mgr.
Public Building Selling	Heating and Ventilating Dept. Mgr.
Power Apparatus Selling	Vice-President
Industrial Selling	Manager, Industrial Department
Branch Office Organization and Methods	Manager, Boston Office
Accepting and Entering Orders	Manager, Order Department
Company Rules of Doing Business	Assistant to Sales Manager
The Purchasing Agent Looks at the Salesman ..	Purchasing Agent

Numerous technical subjects are then taken up in a comprehensive course.

"Man" as Well as "Mind"

Throughout the training, which 16 men are taking this year, the student is rated by each department head and by each executive who comes in contact with him, this record determining his opportunities. Main points of the rating are:

Personality
Appearance
Tact
Initiative
Industry
Dependability
Self-confidence
Knowledge of products
Ingenuity
Health
Judgment
Morals
Accuracy
Enthusiasm
Reception of criticism
Indication of executive ability
General knowledge
Business ability
(personal finances)

An important part of this training is that the student is given the benefits of contact with and information from each executive and each department head, thus becoming acquainted with the organization set-up and the relegation of authority.

SALES MANAGEMENT



An easy way to make your sales story **SING**



**Yes...and new RCA 16 mm.
Sound Film Projector is
easy to use!**

You don't have to be a professional projectionist
to operate this amazingly simple unit that provides

*More Brilliant Pictures
...Finer Sound!*

The RCA 16 mm. Film Projector is light in weight. You can carry it from one place to another, like a suitcase. May be used with microphone or Victrola Attachment.

Better 16 ways, this projector, designed by RCA Photophone Engineers, is priced with the lowest!

SALESMEN who have never before used a 16 mm. projector find this new RCA unit surprisingly simple to thread and operate! Threading is easy because threading line is cast right on projection block. Controls are simple. Films are automatically rewind.

The RCA 16 mm. Sound Film Projector is also out in front in performance. Floating film principle banstugs and jerks. Assures smooth, effortless projection. Your sales story literally "sings" because pictures are more brilliant, sound is far

superior. 10% to 20% greater screen illumination is provided by oversize reflector, condenser and large objective lens. Sound is clear and natural at any volume, thanks to film take-up equalizer and electrodynamic speaker.

In every detail this projector reflects the unmatched experience of RCA Photophone engineers who design the motion picture sound equipment used by Hollywood studios and in thousands of top-flight theatres. Best of all, it's low in cost! Send coupon for full information.



1. Better sound reproduction
2. Better, more brilliant projection
3. Better, simpler threading
4. Better and more efficient cooling
5. Better reel take-up and rewind
6. Better equalization
7. Better operating ease
8. Better input performance
9. Better reproduction
10. Better framing
11. Better tone
12. Better accessibility
13. Better versatility
14. Better lubrication
15. Better lamp service
16. Better portability

Trade-mark "Victrola" Reg. U. S. Pat. Off. by RCA Mfg. Co., Inc.

RCA Victor

Audio Visual Service • Educational Dept., RCA Manufacturing Co., Inc., Camden, N. J.
A Service of the Radio Corporation of America

Educational Department (MA-5)
RCA Manufacturing Co., Inc.
Camden, New Jersey.
Please send me complete information concerning the new RCA 16 mm. Sound Film Projector.

Name _____
Company _____
Address _____
City _____ State _____

Of approximately 80 students who have completed this course during the six years of its operation, 50% are now in sales work, many having shown very good progress. There is, for instance, the graduate of the 1934 class who was sent to a mid-western branch office where for two years he worked under a senior salesman, acquiring familiarity with office routine and later going into actual selling. This man was returned to Boston for an additional year of study, then assigned to a branch office in the East and two years later appointed manager of a southern branch office where he now has three junior salesmen under his guidance.

Another graduate was first assigned to a branch office, later transferred to another office and is now manager of the latter office. Another graduate, after spending four years in a branch

office as a salesman, was appointed two years ago as manager of a branch office.

All students and graduates assigned to branch offices are paid a flat salary, advancing to salary plus bonus upon being given a sales rating.

The cost of this training, while not broken down, includes chiefly the student's pay, the cost of printed materials used, and the time taken from department managers and executives, the last factor being a difficult one to determine.

This training activity has produced, and continues to produce, some valuable salesmen and branch officers, as well as producing some who enter production and research work for the company. It trains men in methodical fashion in every step of the Sturtevant organization. Best of all, turnover among these graduates is practically nil.

Sales Soar When RCA Sponsors Music Program for Night Owls

Victor spikes an old superstition in the radio field which insists that "nobody" listens to midnight broadcasts.

AMONG the current advertising superstitions—or, at any rate, prejudices—is one against radio time after 11:15 p.m. This is generally regarded as the lowest listening point of the entire day and it is not easy to sell a midnight program. Advertisers usually are afraid of the "off-hour." Maybe they are right. Yet along comes an advertiser who thumbs noses at the jinx, boldly launching an off-hour program, and gets results that are described as astonishing.

Two years ago, RCA Manufacturing Co. sponsored over KGO, San Francisco, on behalf of Victor records the midnight recorded program "Music You Want." Very quickly, Leo J. Meyberg Co., distributors of RCA Victor records in Northern California, began to see sharp increases in their sales. More surprising, fan mail poured in. Listeners asked for the records played on certain programs. It seemed too good to be true that people would sit down to write fan mail at midnight, but there it was.

"And evidently they wanted to buy," says W. J. Lancaster, sales manager for Leo J. Meyberg Co. "To be sure we weren't fooling ourselves, or just the victims of coincidence, we started making periodic tests. Every so often when we had an unusual piece

of music we would advertise that particular record on the program, or we would pick out a symphony set on which we knew the normal demand, and boost that on a given broadcast. Special tabs would be placed on the stock card for that particular piece, and during the following day careful check would be kept of the sales of the record or set records.

"Results more than convinced us that we had a wide-awake buying audience, despite the hour."

In 1937, after the public had grown used to tuning in on KGO six nights a week between 11:15 and midnight, Meyberg's record business in the territory served by the station increased 33%. During the same period the national average for all record sales was increasing 15%, or less than half as much as the Northern California gain. Indications are that not only Northern California listened in; fan mail was addressed from all over the state. For California, as a whole, increase of record sales was 37%.

During 1938, after "Music You Want" had been on the air steadily for over a year, Northern California record sales went up another 27%; California sales as a whole increased 29%; while the national increase in sales (as estimated by RCA Victor in SALES MANAGEMENT) was only 20%.

The portion of 1939 for which figures are tabulated saw Meyberg record sales still climbing in Northern California, with a further sales increase of 30% over the similar period of 1938.

In January of this year a request for audience comment on "Music You Want" was made. Replies came from 40 of California's 58 counties; from 15 counties in Washington, 11 counties in Oregon, 6 in Idaho, 3 in Arizona, Montana and Colorado. Listeners wrote from two counties each in New Mexico and Nevada, one in Oklahoma and Utah; two Canadian provinces were heard from, also Alaska and Hawaii.

Both the Meyberg company and RCA Victor merchandise the program consistently. Meyberg uses stickers publicizing the program on outgoing packages. Advance bulletins are mailed to dealers so that they may inform their customers and give them copies of advance programs. Postals and stickers on special features are also used from time to time. In cooperation with the KGO publicity department, Meyberg salesmen distribute placards to dealers for display in radio and phonograph stores. Another way in which the program is merchandised is an RCA announcement of the musical selections to be heard on the program by means of a special record which is played at intervals in the RCA exhibit at the Golden Gate International Exposition, Treasure Island.

The experience of this advertiser in California appears to indicate that there is no absolute off-hour in listening. If you build up a reputation for a good program, you will always find an audience. If it is the only program of its kind on the air at that hour, an added advantage is obtained. Further, if the program is suited to the hour, you may get remarkable results, as is the case with "Music You Want."

In this particular instance, people who can and do sit up and listen to good music after 11 p.m. may be (1) pre-disposed to buy records, and (2) probably able to pay for them—since lower income groups, most of whom must get up early for hard-working jobs, are less likely to be awake after 11 p.m.

Moral: Never take a jinx too seriously. Somebody else's jinx may be your mascot.

Celluloid Corp. Moves

Celluloid Corp., oldest maker of plastics, has moved its New York headquarters from 10 East 40th Street to 180 Madison Avenue at 34th Street where it displays its many plastic products including Lumarith—which is rapidly replacing celluloid—and Protectoid for packaging.

SALES MANAGEMENT

D'YA EXPECT SALES RESULTS FROM THIS STUFF?



Now, now, Charlie, simmer down. All I asked was, is this business paper advertising worth running?

Just about, Boss, but it's not worth much more. It shows a pretty picture of the product and it keeps our name before the trade! But what a dawgone crime to use only a small part of the selling force you're paying for! Business paper advertising can do a whale of a lot more than that for us, if we'll use it to tell all that the readers want to know about our products.

Well then, why don't you write it that way, Charlie?

Why don't I write . . . ? Why * ! # * ! ! Because I don't know the whole sales story about our products! You don't either. And salesmen can't get it. I mean about actual uses in the field; our buyers' real problems and all the rest of the story that should be the guts of our advertising if it's really going to carry a hunk of the sales load. For years I have been begging for a chance to get out in the field and dig up the sort of material that I can use to write copy that's crammed full of our prospects' interests. Gosh, can't you see how simple it is? The business paper editor doesn't do his job

holding down a swivel chair. He gets out and lives with the business men that he is trying to help. If we want our advertising to interest and convince these same business men, we've got to give them the same sort of helpful information. I've got to know all before I can tell all and believe me, Boss, if we tell more we'll sell more!

Charlie, I think you've got something there.

I know I have, Boss, and I think I can prove it. See that coupon at the bottom of this page? Well I've heard that A.B.P.'s new book, "TELL ALL - A Practical Guide to Successful Business Paper Advertising," shows how a flock of advertisers, selling to a wide variety of industries and trades, have made their business paper advertising a real selling tool. Sounds like you might find the answer to your question about our advertising right in that book. How's about sending the coupon?



5,000 copies asked for in first month. Second and LAST Printing at bindery now. Order Yours While They Last!



WHAT ARE WE WAITING FOR, CHARLIE? Let's get our free copy of "TELL ALL."

The Associated Business Papers
Room 2421
369 Lexington Avenue
New York City Phone: CAledonia 5-4755

As long as there is no obligation, I'm gambling a postage stamp on the chance of getting a good idea or two from TELL ALL. Send my copy.

Name.....
Position.....
Company.....
Street.....
City and State.....

THE ASSOCIATED BUSINESS PAPERS

Highest editorial
standards and
publishing integrity



PHONE: CALEDONIA 5-4755

LOOK FOR THE TWO HALL-MARKS OF KNOWN VALUE.



Proved reader
interest in terms
of paid circulation

MAY 1, 1940

[47]

MANAGEMENT





gets

Action!

NEXT TIME you hear a heavy freight roaring through the night remember this:

Those tons of goods are moving in accordance with a *plan*... a plan laid down somewhere by men of *management*.

For things do not 'just happen' in this business world of ours. There's need for judgment... decisions must be made... somebody has to *manage*. And management must get action!

Taken as a group, these decision-makers of America are perhaps the most powerful market of them all. At their finger-tips you'll find the pulse strings of whole industries; make sales here, and every time you'll reap a rich reward.

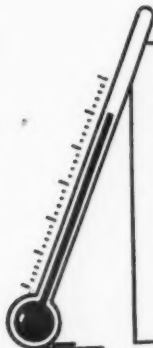
Whether it be the purchase of raw materials, machinery for their manufacture, an advertising idea, or a mode of transportation... this is the group that answers Yes or No, and makes it stick.

So, it's not surprising that *their magazine* has come to share their importance.

That Business Week, out-stripped by many magazines in *number of readers*, is topped by only six in advertising volume!

BUSINESS WEEK

Active Management's Magazine



UP

... Put a yardstick to advertising figures for 1940's first quarter, and you get results like these: *Business Week* up 19% over 1939! Gained twice as many pages as any other general business magazine. And gained more pages than either of the two general news weeklies!

Latin-American Sales Mount; New Tactics Needed to Hold Them

A brief survey of what's happening to exports to Latin-America, what lines are in demand there, and some of the opportunities for further development of potential markets there.

BY

W. R. E. BAXTER

In this article we do not wish to give the impression that Latin-America is a "pot of gold" unequalled by any other continent with which American manufacturers can do business in 1940, great as the South American opportunities are today. Total United States manufactures shipped during 1939 to the United Kingdom and to neutrals in all parts of the world—only about 10% of which were "war goods"—greatly exceeded South American business, and will continue thus, according to E. F. Sitterley, president of *Importers Guide*, which publishes both Latin-American and other foreign editions.

Continued expansion of United States trade with Latin-American countries has a limitation fixed by the buying power of the South American continent. It also will be definitely affected by the volume of South American goods which the United States buys in return.

However, if manufacturers and traders here have learned the lessons they should have learned out of previous experience with Latin-American countries—some of which have been pointed out in this article—and if they interest themselves in South America on a permanent instead of a "get-rich-quick" basis, then our increasing American trade south of the equator will continue to be a gold mine well worth serious, stable operation.—THE EDITORS.

IN the economic confusion which has been created by wars abroad, many Americans firmly believe that another Eldorado looms ahead in the form of vastly increased exports to Latin-American countries. This idea is bolstered by the fact that the British Navy has practically swept the seas of German commerce and that Great Britain, France and Japan are too preoccupied with war to pay much attention to their foreign trade. European sources of supplies for Latin America have been dried up, it appears, for the duration of hostilities. Further, the warring nations will have to face a long period of rehabilitation when peace comes.

Inquiries and orders, in fact, began to flood the offices of American manufacturers last September. Actual orders increased to such an extent during the

last four months of 1939 that, in almost every instance, declines in trade with the various Latin American countries for the year as a whole were converted into substantial gains. Estimates compiled by *Business Week* and other publications, show a 1939 gain in exports to Brazil, for instance, of approximately 30%, but the gain in the last four months of the year, compared with the same period in 1938, was more than 60%. Dollar volume was almost \$80,000,000.

Exports to Argentina for the first eight months of 1939 were 36% under those for the same period in 1938, but a comparison of the war months in 1939 with the last four months of 1938 shows a gain of well over 20%, a loss for the year of 18%, with a total dollar volume of nearly \$71,000,000. Despite the breakdown of the Argentine-American trade negotiations in January of this year, incidentally, well-informed people in foreign trade circles anticipate a sharp rise in trade with that country during 1940, particularly in view of the growing U. S. purchases of Argentine products.

Venezuela's trade with us in 1939 amounted to more than \$61,500,000, a gain of 18% over 1938.

Columbia, another good U. S. customer, increased its purchases from us in 1939 by 25% over 1938, for a total of more than \$50,660,000 worth, while the total for Chile was in the neighborhood of \$26,650,000, a rise of 9% over 1938.

The countries mentioned above are among the best customers of the United States in South America. They in turn, along with the other Latin American countries, have been enjoying an increased demand for their products since the beginning of war in Europe. This, of course, is a prerequisite to any increase above normal

in their demand for our goods. Or, as the editor of one important export publication stated: "We can always enjoy good trade with Latin America if we, in turn, can buy the goods that they produce, but until the war came along we didn't need much of their goods."

According to J. Seward McCain, of the publication *Ingenieria Internacional*, increased production in Latin American countries is the basis for their growing industrial equipment demands. "In all," he states, "Latin America has 277 railway systems, all with more or less adequate maintenance facilities, and all prospects for North American machinery. Heavy maintenance equipment is also required by 959 Latin American mines, 972 sugar mills, 126 petroleum fields.

"Toolroom and light maintenance machinery are used extensively in the process and consumer-goods industries which are represented in the industrial lists of *Ingenieria Internacional* by 1,031 textile mills, 1,356 breweries and bottling plants, and 916 shoe factories. The demand for equipment," he adds, "will ordinarily follow realization of the cash or credit for its purchase."

Majority Report Large Gains

To find out for readers of SALES MANAGEMENT what specific products have shown the greatest gains in demand from Latin America since hostilities started, the quality required, what wholly new demands from the U. S. are being made by that market, and from actual shipment records what the picture looks like today, more than a score of leading commission houses, freight forwarders, export editors, and others have been questioned.

One commission house which has been in business for many years reported a large order for cigar bands, its first; another is now shipping in one month 100 times the quantity of sanitary equipment it shipped in a whole year before the war; a freight forwarder told of the transfer from Germany to the United States of an order for 17 locomotives.

Another shipping company is doubling sailings on one coast of South America and putting boats in service

SALES MANAGEMENT

on the other coast for the first time, with the addition of refrigerated vessels to its fleet. Still another commission house, accustomed to handling large orders, stated that inquiries for heavy chemicals and pharmaceuticals have risen 100% in volume since September, 1939, and that orders are almost keeping pace with the inquiries.

The majority of those interviewed reported large gains in orders for iron and steel products, including heavy forms, sheets, bars, rails, rods, pipe, wire, etc. Heavy machinery of all types, including road machinery, is being shipped in greater quantity than ever before and new inquiries are coming in constantly. Orders for lighter products such as nails, specialty wires, hairpins, safety pins, and paper clips are also increasing.

Large gains in orders for American cement have resulted from the drying up of European sources of supply. One carrier reports a rise of 50% in the amount of cement shipments in its vessels, while another is now carrying large quantities as "entirely new business since the war."

The demand for sanitary ware has shown a decided increase generally as indicated above, but is particularly strong in the Argentine. This gain is attributed to "a decided tendency to modernize hotels throughout South America, especially in those cities which have large American colonies." While modernization of this kind is said to have been going on for several years, most of the orders for equipment and supplies went across the Atlantic before the war.

Trend Toward Modernization

The demand for air-conditioning equipment, likewise, is gaining and comes from practically the same sources that are supplying the orders for sanitary ware. Much of this business is new for American suppliers and is credited to war conditions.

Improved air-conditioning facilities in both carriers and at points of destination, it is claimed, will permit a wider distribution of perishable goods and sharp rises in this field are anticipated.

Orders for machine tools, hardware and a miscellany of small metal gadgets have jumped with the rest and the gains are holding. Sales of refrigerators likewise are up above normal.

Bottling machinery, bottle caps, and other incidentals connected with the beverage industry show steady gains in orders which are attributed, in part, to the war. The sources of these orders, according to two commission houses,

It's a Honey!



GIRL SAYS: "I'm a *real* secretary now—not just a stenog. My work's faster, smoother and so much easier now that the Boss dictates to that beautiful, beautiful new Ediphone."



EDIPHONE SAYS: "O.K., I'm beautiful—but I'm a brute for work too. I'm rugged, fool-proof and a glutton for licking detail." (So's the stream-lined floor model Ediphone.)

BOSS SAYS: "Notes, letters and instructions don't pile up and cut in on *my* time. I *talk* my work away now—to a new Ediphone!"

WE SAY: In almost *any* executive job an Ediphone will save you time and trouble . . . *You* try one. No strings to the offer. Just write Dept. S5, Thomas A. Edison, Inc., West Orange, N. J., or Thomas A. Edison of Canada, Ltd., 610 Bay Street, Toronto.



SAY IT TO THE
Ediphone
EDISON VOICEWRITER

are principally Argentina and Brazil.

Increases in orders over average expectations are also recorded for metals such as lead, pig iron, copper, etc., and for asbestos fibre.

Wood-pulp, newsprint, and cheaper grades of paper are included in the list in which sharp gains in orders have been received.

One of the leading manufacturers of fountain pens, pencils, erasers and rubber bands, found that his export department was hard pushed to fill orders during the latter part of 1939 and the early months of this year. Inquiry developed that old customers in Latin America were rushing in large orders for fear of price rises. There was a leveling off period but what he now calls the "new phase" of his Latin-American export business shows he gained about 20% in new customers in February in addition to the increased business from the old ones. However, he is taking the conservative attitude that the business will taper off during the next few months and he is not enlarging his production facilities on the basis of the present flurry in new business.

Perfume, Jewelry Sales Up

A large manufacturer of cosmetics, with salons in the principal cities of the world and branch manufacturing houses in several countries has been shipping about 20% more raw materials than formerly to South American branches, during the past few months. A shipping company has noted a steady rise in the quantity of cosmetics it carries to our Latin friends.

From an important advertising agency it was learned that there has been "a great increase" in sales of expensive jewelry to South American buyers since the war started. Also, big increases in orders for all kinds of cheap jewelry and gift items in the lower price range are being placed on the books of American manufacturers.

Two commission houses are buying more toys for the Latin-American trade than has been their experience in the past and they, with several others of those interviewed, anticipate a sharp upward trend in this classification in 1940.

Textiles of the cheaper kind, along with silks and hosiery in the higher brackets are also showing unusual gains in the market, while inquiries for pottery of all kinds, which formerly were exported from Europe, are numerous.

Many other inquiries, however, have not materialized into orders in anything like the proportion of the prod-

ucts which have been mentioned. Outstanding among these are inquiries for china and glassware which could be bought for one-third to one-half the American prices in Europe and Japan. Thus buyers are still hesitating to place orders here.

Among the intensely practical manufacturers, buyers and shippers of products ranging from cigar bands to locomotives who were interviewed for SM, many expressed a keen interest in the fact that, especially since the war started, more and more Latins who formerly sent their children to school in Europe are now sending them to U. S. schools and colleges. "These children," said one hard-boiled general freight manager of a large steamship company, "Will thus get an American

educational background as opposed to that which their fathers got in Europe and that will do our future trade relations with the Latin-American countries more good than almost anything else we could do at this time."

Other organizations stressed with equal force the importance of travel between the countries as a general trade stimulant and endorsed, in one form or another, President Roosevelt's proclamation of January 13, 1940, designating 1940 as "Travel America Year." A large New York department store, for instance, noting a big increase in the number of its Latin-American customers, sent a representative to the principal Latin-American countries to study the likes and dislikes of their people in order to im-



The cow, sow and hen have all added to the South's cash farm income



Scientific farm methods are doing their part, too

"IN THE RURAL

Progressive F

SALES MANAGEMENT

prove the service which their store offered.

One thing the store discovered was that Spanish or Portuguese speaking customers prefer to deal with salespeople from their own countries rather than Americans who have learned those languages. "Native" interpreters are employed to satisfy that need, but the greater influx of shoppers from South America since the war has made it necessary to double the staff of interpreters.

While the purpose of this article is to highlight those industries and products in which the United States has profited in exporting since the war started, nothing has been said so far of cautions to American business men by experienced export men with whom

the writer talked during the preparation of these data. As one man, they warn American manufacturers against repeating the get-rich-quick policy that was adopted toward South America following the declaration of war in 1914. This market, they say, will not hold up, from a long-term point of view, unless caution and good business judgment are used in approaching it.

American export organizations, methods, and personnel, they add, have traveled far along the road toward perfection since the hit-or-miss days of World War I. In those days, with large profits beckoning, many a business man without sufficient—or any—experience, ventured into export trade, to be met—following the armis-

tice—with the loss of his foreign trade and financial debacle. If the export field looks profitable to you, they say in chorus, go to an experienced export organization. Seek sound advice before venturing into that colorful but often unprofitable mart.

Adolf Werum, United States representative for South American selling agencies, who has agency representation in all of the South American republics, made this illuminating statement:

"Trade treaties, an Export-Import Bank granting loans to favored nations, the voicing of an avowed policy of neighborliness, may improve trade relations, but these efforts will not suffice to sustain nor maintain them. The salesman is the vital force in trade.

"Until the manufacturer will study with care, the need of foreign markets, the characteristics of the prospective buyers, their business habits and preferences, employing courtesy as a prime requisite to service, he will not capture nor retain any considerable foreign business. An attitude of condescension on the part of salesmen has lost more South American orders than all other combined defects."

Lest U.S.A. Be Too Cocksure. . .

Finally, a note of warning from Mr. McCain, who states, in a recent article in *American Machinist*:

"Whether this war is long or short, there is reason to believe exporters will be free for many years from the kind of competition that Nazi Germany made so troublesome."

But he adds: "Lest these remarks convey the misleading impression that the United States has fallen heir to Latin-American trade and can have as much as it wants for the asking, it should be emphasized that England and France are already providing aggressive competition, which will become keener when those great manufacturing nations lay aside their weapons and devote their entire efforts to business activities.

"What the U. S. has in its favor is merely an inside track for the time being, and the opportunity to entrench itself in the Western Hemisphere. It can take full advantage of this opportunity only if its business and government will support a policy of Pan-American industrial collaboration for at least a generation. Business is perhaps better able to take the initiative through judicious selling effort that will wrap up North American products and terminology in a single package and scatter the packages thickly over the Americas while favorable conditions exist."

can count 'em

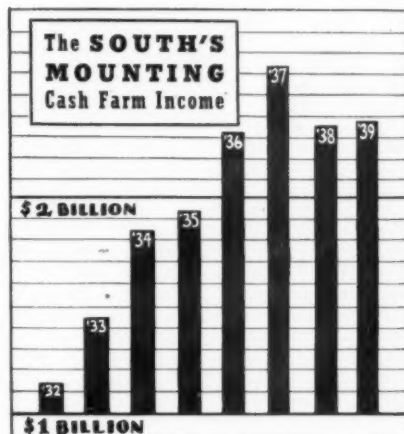
—the South's Chickens are Already HATCHING

THERE'S a lot of talk about Futures in the South. Let's talk also about the Present.

Literally and figuratively, the South's chickens are already hatching. The South has *already* advanced . . . is moving forward with a speed that commands attention.

1939 marked the fourth consecutive year in which the South's cash farm income exceeded Two Billion Dollars. And it marked the second consecutive year in which livestock brought Southern farmers more cash than did cotton. These are fundamentals, indicating the swift-running current beneath the surface of the South's position as a market.

Progressive Farmer is the buying guide for nearly a million able-to-buy



Southern farm families. That is a market! And a compact market, because Progressive Farmer nestles close to it, lets you reach it handily through a single medium—one that has served its field for more than a half a century.

SOUTH, IT'S PROGRESSIVE FARMER"

e Farmer

BIRMINGHAM MEMPHIS RALEIGH DALLAS



They stop, look, sip, and listen to Hotpoint's sales story.

Marketing Flashes

[Promotion Novelty Brings Bomb Squad on the Run—]
Self-Perpetuating Prizes Win Friends for Years]

Cold In, Hot Out

Hotpoint Co., Chicago, demonstrates its electric water heater in stores with the "Voguette" model pictured. The heater has a pipe and funnel attached; and folders, bouillon cubes or concentrated coffee are provided. Placards invite passers-by to "pour in a cup of cold water and get a cup of hot water" and to "make yourself a cup of bouillon."

When cold water is poured in it forces out the same amount of hot water stored in the tank. A thermostat is set and automatically maintains a predetermined temperature.

Action of the demonstration, plus the unfailing appeal of "free refreshment," say Hotpoint officials, creates a sure-fire traffic stopper. It opens the way for the demonstrator to describe the advantages of electric hot water. The Voguette has the same features as larger models.

Wavemagnet

The 100 wholesale distributors of Zenith Radio Corp., Chicago, were somewhat mystified last month when an express package about the size of a traveling bag arrived in their respective offices with music and talking coming from the inside. One of Zenith's newest portable radios, with

a "Detachable Wavemagnet" which gives reception on trains, planes, buses, or anywhere else where metal ordinarily shields out good radio reception, was inside.

Packed with the batteries turned on and tuned to a station in the distributor's territory, the radios began playing as they neared their destinations. Alarmed express company employees called the police in some cities and Bomb Squads gingerly dunked the "infernal machines." H. C. White, Railway Express gen. mgr., wired his agents assurances that everything was OK.

While duplicate radios, playing merrily, had to be sent in some instances, the publicity helped to introduce the new models to the trade with a fanfare. Ads breaking May 2 declare that the \$29.95 portable is "guaranteed to play where other portables fail, or your money back." Of the "shape and size of an overnight bag styled like expensive luggage," the set operates from battery or may be plugged into any light socket.

Clog-Pruf

American Safety Razor Corp., Brooklyn, found that brushless creams account for 52% of all shaving soap and cream sales. Accordingly, its new

"Gem Clog-Pruf" razor is specially designed to eliminate clogging caused by the heavier consistency of brushless creams. However, says President Milton Dammann, it works equally well for men who prefer lather.

A serrated tension bar replaces the row of teeth usually found on safety razors. "V" slots behind this bar provide a channel to permit the cream to flow under the blade leaving the shaving edge clear. Automatic blade alignment and one-piece construction that opens and closes with a twist are other advantages claimed.

The new Gem will be sold in combination with a tube of Barbasol for 59 cents, through a co-op deal with Barbasol Co. A series of ads in over 300 newspapers of 250 cities (Federal Agency, N. Y.) by American Safety Razor, and mentions on Barbasol's spot radio programs will tell the public about the offer.

Charge It

Thousands of motorists have credit cards whereby they can charge purchases at filling stations. Recently Shell Oil Co. and Skelly Oil Co. agreed to honor each other's cards at any of their respective stations. A driver can now travel from Maine to British Columbia, California to Florida, and pay no cash at Shell or Skelly stations anywhere along the road. Only parts of five states are not covered by stations of one or both companies.

Both firms, of course, are still competing in business, but there are large areas where their territories don't overlap. It's astute merchandising for them to cooperate in this way.

It's the Berry

Most of the sales methods which have been applied to agriculture have begun where production has left off. The organization of 200 growers comprising the Olympic Berry & Fruit Exchange, of Seattle, is unusual in that it starts to build for sales success before production.

The Olympic blackberry, a cross between the Burbank Phenomenal and the wild blackcap, was introduced in 1934. It was an immediate sensation, for it is at once sweet and piquantly tart; firm in texture and glossy; small and extremely soft seeds; huge size.

Western Washington growers who saw its possibilities determined to prevent haphazard exploitation. Forming the Exchange, they control production by recognizing only the certified plants furnished by their own nursery. Only members may obtain plants, and while they may propagate for future plant-

SALES MANAGEMENT

ings—by “tipping”—they cannot sell plants to non-members.

Original plants are not sold. They are leased for 15 years at a penny a plant a year. New growers are carefully investigated before they are accepted for membership. Exchange members want to make sure that a grower handles the berry so that it reaches the market in prime condition and that it will make money for him and thus make him an Olympic berry booster.

Exchange members receive market prices for their crops, less 15% for handling, etc. Any surplus within the 15% margin is returned in dividends at the end of the season. By controlling output, there has been no glut and consequent panic prices. In 1939 some 150,000 pounds were grown. This year's harvest is estimated at 500,000 pounds. The Exchange now feels that it can begin to enter the national market with quick frozen packs.

Pliaglass

Pioneer Suspender Co., Philadelphia, is the latest to bring out plastic belts, garters, and suspenders.

Cut from sheets of synthetic resin, Pioneer's “Pliaglass” is stitchless, with metal slides and clips “that can be adjusted easily without doing damage to the temper and the fingernails of the adjuster.” The braces, reports Moriz M. Dreyfus, ad. mgr., are made with “Customfit” adjustable backs, “which means that regardless of the height of the wearer or high- or low-rise trousers, they can be adjusted for complete comfort and fit.”

Dogvertising

American Radio Relay League, composed of amateur radio operators, holds conventions once or twice a year in each of its various geographical divisions. To assist in securing large attendance, prizes are given away or raffled off. Some manufacturers of amateur equipment donate these prizes, others provide them at a discount.

Both methods had disadvantages, in the opinion of Gene Turney, s.m. of Kenyon Transformer Co., New York. Accordingly, his company now gives pedigreed Irish terrier puppies. “The pup appeals to everyone, whereas equipment as a prize appealed only to those who could use it—which was about one in 1,000.

“We have actually seen people cry when they did not win the dog. No piece of equipment could create such a feeling. Because of the rapid upswing in sales which we believe was largely owing to the publicity given

us by the 25 dogs we gave away, we plan to extend this idea to every convention of importance during 1940.

“The winner of the dog must guarantee to furnish the convention manager with a Kenyon pup each year (the dogs are all female), thereby continuing the plan at no cost to Kenyon.”

Such a scheme is capable of modification to suit a lot of other businesses.

Ad Campaigns

(Continued from page 21)

washing machines. P. & G. is also continuing a “Let the Laundries Do It” campaign in magazines. Agency: Compton, N. Y. . . .

Westinghouse (Fuller & Smith & Ross, N. Y. agency) will spend nearly \$500,000 for an “Advise a Bride” contest series. Newspapers, magazines and NBC network are scheduled. The new Westinghouse “5-speed” Corox ranges are being promoted. . . .

Hudson's Bay Co., of Canada, broke its first national campaign on “Best Procurable” Scotch whisky, through L. E. McGivena agency, N. Y. . . .

Eastman Kodak Co. (through J. Walter Thompson, N. Y.) is using over 200 newspapers and a score of magazines in a Spring campaign. Space is larger than for a similar drive a year ago.

Circle Tours

Rail, air, and bus lines will each whoop it up for “circle tours” to both the San Francisco and N. Y. World's Fairs at a low rate.

Greyhound Bus Lines, (Beaumont & Hohman, Cleveland agency) is introducing a \$69.35 circle trip to both Flushing and Treasure Island. Newspapers, magazines, and Greyhound's NBC program “This Amazing America” plug it.

Association of American Railroads (Arthur Kudner, N. Y. agency) will carry a circle-tour footnote in all its Summer copy, quoting a \$90 day-coach rate. One ad in eight magazines in June will be devoted entirely to this theme.

Air Transport Association will mention both fairs, with stress on all-expense tours. Individual air lines and railroads will play up the fair in their territory.

90-Second Shave

General Shaver division of Remington Rand, Inc., Bridgeport, is using space in *S. E. P.*, *Collier's*, *Life*, *Time*, *Newsweek*, to plug its “Remington Dual Close-Shaver.” The electric razor has two cutting heads. A newspaper campaign in cooperation with dealers supplements. BBDO, N. Y., is the agency.

The division reports a 200% increase in production and personnel since February 1, with the factory still behind on orders for the Dual shaver.

(FACTS ABOUT BALTIMORE)



201 different industrial
classifications keep
BUSINESS STEADY
IN BALTIMORE

Shrewd investors “spread the risk” through diversification. Highly diversified industry keeps business steady in Baltimore — never on top; never on the bottom; always better than average! According to SALES MANAGEMENT, Baltimore's index of buying power is 126 compared to a national index of 100.

Make your advertising investment in a growing market. Use Baltimore's “first choice” radio station.

WFBR
BALTIMORE

National Representatives
EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★

Check List of Government Reports of Value to Sales Executives

RESULTS of government research are made known to the farmer, helping him to produce better crops and different grades of food; weather forecasts aid the transportation facilities of the country; while medical research is often directed toward securing more humane working conditions. Similarly, the government aids in the marketing operations of business through distribution of information and furnishing of reference material, but these come from many departments and the government has never prepared an "over-all" description.

Inquiries addressed to the editorial department of SALES MANAGEMENT indicate that many business men are unaware of the wealth of government material which is theirs for the asking. Here are outstanding features prepared for SM by Congressional Intelligence, Inc.

Bureau of the Census

Market location is made easier through use of reports of the Bureau of the Census. The 1930 census covered population, occupations, unemployment, agriculture, manufactures, mines, quarries, and distribution, all important factors to the market analyst. Booklets on financial status of cities, and breakdowns of other material on state and local lines are published. Publications on the 1930 census which will aid the analyst are:

Number and Distribution of Inhabitants, census, 1,268 p., Vol. 1, \$2.00; General Report, Statistics by subjects, 1,407 p., Vol. 2, \$2.75; Reports by States—Composition and Characteristics of population for counties, cities, and townships, Vol. 3, pt. 1, Alabama-Missouri, 1,389 p., pt. 2, Montana-Wyoming, 1,395 p., \$3.25 each; Occupations—Reports by States, Vol. 4, 1,796 p., \$3.50; Families—Reports by States, Vol. 6, 1,495 p., \$3.00.

Manufactures—Reports by Industries, Vol. 2, 1,417 p., \$3.00; Manufactures—Reports by States—Statistics for industrial areas, counties, and cities, 593 p. (Edition exhausted, may be consulted in government depository libraries); Distribution—Retail, pt. 1, Summary by states, counties, and incorporated places, 988 p., \$2.50; Distribution, Reports by States, Alabama-New Hampshire, Vol. 1, pt. 2, 1,617 p., \$3.25; Distribution, Reports by

States, New Jersey-Wyoming, Vol. 1, pt. 3, 1,478 p., \$3.00.

Financial statistics of cities having population of 8,000 to 25,000, 1903—45, 231 p., 25 cents; Financial statistics of cities having population of over 30,000, 1913—126, 73 p., 15 cents; 1915—132, 117 p., 25 cents.

Advice of the Bureau of Census indicates that results of the 1940 tabulation will be available early next Fall. This material is all published in preliminary form prior to final binding, and may be procured from the Bureau of Census free of charge.

The Business Census is taken at least once every ten years. However, from time to time there have been special counts taken on executive order. This material, too, will be available in preliminary form.

The Census of Manufactures is taken every two years and published in preliminary form on the basis of industry bulletins. Indications are that the material gathered from the last such count will be available in preliminary form early this Summer.

In addition to these publications, the Bureau publishes monthly reports on retail and wholesale prices. Retail sales statistics are broken down on the basis of states and areas. At the present time there are 32 states reporting. It is anticipated that this number will be increased, but the process will probably take a long time.

Wholesale statistics are published in cooperation with the National Association of Credit Men. The reports cover the United States.

These publications may be obtained by writing to the Chief of the Statis-

tical Division of the Bureau of Census, Department of Commerce.

Bureau of Foreign and Domestic Commerce

The Bureau of Foreign and Domestic Commerce publishes the "Survey of Current Business." This is a monthly publication supplemented by weekly reports covering every phase of business and industrial operations. This publication is an invaluable aid in determining the scope and extent of marketing operations. It is sold on a subscription basis by the Superintendent of Documents for \$2.00 annually. In addition, there is an annual supplement to the Survey, the 1938 edition of which sold for 40 cents.

Some other Department of Commerce publications of value to marketing analysts are:

Commercial survey of Philadelphia marketing area (with sources of statistics), J. F. Dewhurst, 1925; 136 p., 20 cents; Market Research Sources, 1938, 277 p., 30 cents; General Consumer Market Statistics, supplement to Market Data Handbook of the United States, 1932, 197 p., 30 cents; Manufacturing statistics, C. B. Eliot, 1932, 1,074 p., \$1.00; Retail operating costs within a metropolitan community, 54 p., 10 cents; Consumer Market Data Handbook, 1938, B. P. Haynes and G. R. Smith, 485 p., \$1.75; Suggestions for Use in Making a City Survey, A. L. Bush, 1938, 60 p., 10 cents; Industrial Market Data Handbook of the United States, O. C. Holleran, 1939, 907 p., \$2.50; Retail Profits through Stock Control, G. E. Bittner, 1928, 15 p., 5 cents; Market Data Handbook of the United States, P. W. Stewart, 1929, 539 p., \$2.50.

These publications should be ordered from the Government Printing Office, Washington.

In addition, the Department of Commerce publishes "Domestic Commerce" on the 10th, 20th and 30th of each month. This is sold on an annual subscription basis for \$1.00, and may be procured from the Correspondence Division of the Bureau of Foreign and Domestic Commerce of the Department of Commerce. Then there is the "Domestic Commerce News Letter" which is distributed free of charge by the Bureau of Foreign and Domestic Commerce upon receipt of written request.

Department of Labor

The Department of Labor publishes, through the Bureau of Labor Statistics, monthly figures on retail food prices, wholesale food prices, and



analyses of food prices in certain cities. It also publishes quarterly figures on the cost of living. Employment data include monthly index figures on general employment and a breakdown on the basis of industries and states. These documents are all available from the Department of Labor on request, and all will prove helpful.

Department of Agriculture

The Department of Agriculture publishes much vital material. "A Study Plan for Consumer Groups" falls into this class. It is available free of charge in limited quantities upon request to the Department.

The Department of Agriculture publishes a monthly bulletin called "Marketing Activities." It contains material of general interest to the agricultural marketing expert, as well as reports concerning some specific developments. It is distributed free and requests for it should be directed to the Agricultural Marketing Service. In addition, the Marketing Service publishes Crop and Production Reports which are released from time to time as the information becomes available, and Market News Reports on the same basis. These may be had free of charge upon request to the Marketing Service.

The following documents prepared under the supervision of the Marketing Service, which are available to the individual for help with his problems, may be procured from the Government Printing Office: Crops and Markets, monthly, \$1.00 per year; The Agricultural Situation, monthly, 50 cents per year; and the Agricultural Outlook Report which will be available about November of this year.

The Bureau of Agricultural Economics publishes various individual commodity situation reports, The Agricultural Outlook Report, Outlook Chart Books, Estimates of Cash Income from Farm Marketings, and Receipts from the Sales of Farm Products by States, all of which may be obtained by writing to the Bureau. Procureable from the Government Printing Office is: Agricultural Statistics, published annually, the 1939 edition of which sold for 60 cents.

Federal Reserve Board and Others

In the field of income and business activity analysis the Annual Reports of the Federal Reserve Board of Governors, the monthly Federal Reserve Bulletin, and weekly Board reports will prove valuable. Annual reports may be procured from the Board free of charge. The monthly Bulletin is sold on a subscription basis for \$2.00

a year. Individual copies may be procured for 20 cents each.

Weekly material published by the Board and obtainable on request includes: Condition of Reporting Member Banks in 101 leading cities; Bank Debits; Money Rates—Open Market Rates in New York City; Weekly Review of Periodicals; Condition of Federal Reserve Banks; Condition of Reporting Member Banks in New York City and Chicago; Department Store Sales.

Monthly material in addition to the Bulletin includes the following: Money Rates; Bank Debits; Department Store Sales; National Summary of Business Conditions; Business Indexes; and Net Contribution of the Federal Government to National Buying Power. The monthly material is

also available from the Board upon request.

The National Resources Planning Board publishes reports from time to time which will prove an aid. Among these are: Problems of a Changing Population, 75 cents; Consumer Incomes in the United States, 30 cents, and Consumer Expenditures in the United States, 50 cents. These may be procured from the Government Printing Office.

The Federal Trade Commission reports on various commodities and industries will interest those engaged in the particular industry involved. They may be obtained from the Government Printing Office at varying prices.

Information in specialized fields can be procured from the various bureaus of the government on request.

THE REAL BUY **among** **Men's Magazines**

Latest A.B.C. figures show that the average monthly net paid circulation for the last six months of 1939 for Popular Mechanics was

585,926

and 96% of those subscribers and newsstand buyers paid full list prices for this 25-cent magazine.

At either the one or the twelve time rate, advertisers can reach the over half a million men buyers of this 25-cent magazine at less than a dollar and a half per page per thousand. (At one-time rate, \$1.49, and at twelve-time rate, \$1.32.)

These figures prove that Popular Mechanics is the best buy in the mechanical magazine field.

POPULAR MECHANICS *Magazine*

200 East Ontario Street, Chicago, Illinois • New York • Detroit • Columbus

How That Diamond Is Branded on Walnuts—and Mrs. America's Mind

(Continued from page 20)

gredients, he will profit by the all-year demand.

For cooking, our consumer packages of walnut meats are also available, and are less subject to deterioration than shell nuts as they are packed in vacuum cans.

Cracking is our safety valve, because according to the size of the crop, and the general state of prosperity, we divert a greater or smaller percentage to the cracking machines. This year, with a record-breaking crop, and European markets gone, about 40% of the crop will be cracked. This, of course, includes an unusually large percentage of nuts that, by reason of the September heat wave, would not be good enough for sale in the shell.

The bulk of the cracking stock comes from culls, which range from 10 to 40% per cent of the crop, according to the year, and average about 20%. In recent years an average of about 20% surplus fit for sale in the shell has also been cracked, to take care of overproduction.

Not Even Shell Is Wasted

Nuts with blemished shells contain sound meats, or one-half may be shriveled and the other sound. After cracking, the meats are graded by color, the light colors being highest quality. Cracked nuts are packed as whole halves and pieces, and graded as carefully as unshelled nuts. Packages range from three-ounce consumer tins, vacuum packed, up to 25-pound fibre cartons for bakers, confectioners and ice cream makers.

Hand picking is the most costly operation involved in this branch of the business, and we are constantly working to reduce costs by the use of improved machinery to expand our market. Around 17,000,000 pounds of walnut meats are used yearly in this country, three-fourths of them packed in our plant. Even the broken pieces are pressed for oil used in high-grade paint, the cake is sold for cattle feed, and the shells are made into medicinal charcoal, and lately ground for use in insecticides, plastics, hard rubber products and other industrial purposes.

Our sales job has included much research for the improvement of our factory equipment. We are hospitable toward people with ideas, and have followed up every promising lead.

As an example, a good deal of at-

tention has been attracted by the internal combustion method of cracking walnuts, developed under our sponsorship at the University of California. Instead of mechanically cracking the nut from the outside, this method cracks by an explosion from the inside. A special machine makes a small open-



In Good Years and Bad California Walnut Growers Use Fat Ad Budgets to Move Crops

1918	\$ 61,000
1919	120,000
1920	251,000
1921	164,000
1922	202,000
1923	128,000
1924	166,000
1925	160,000
1926	114,000
1927	526,000
1928	212,000
1929	315,000
1930	313,000
1931	248,000
1932	550,000
1933	251,000
1934	245,000
1935	236,000
1936	313,000
1937	409,000
1938	346,000
1939	370,000



ing in the shell, explosive gas, oxygen and acetylene, is introduced through this slit, and a spark ignites the gas, blowing off the shell, and leaving the meats whole. This process, however, is still experimental.

Similarly, we have turned over to outside research experts such jobs as disposing of walnut shells. In the beginning they piled up and were a nuisance, but a chemist studied them for us, and suggested making charcoal for use in poultry foods—Los Angeles is the center of a large poultry industry.

Then medicinal charcoal was developed; and, a little later, a chemist with an idea came to us, and we cooperated with him in working out a process and a pilot plant. Walnut shells are specially rich in lignin, which is an excellent binder in plastics, rubber and other lines. Walnut shell powder is now on the market as an industrial material, made by an outside concern. We are content to let such specialties be handled by others, because our selling job with walnuts is big enough, and

we do not want to be diverted from it.

Nature produces walnuts abundantly, but they are a long way from being ready for the modern market. Appearance can be improved, quality must be improved, walnuts must be put up in a dozen different ways, for different kinds of customers. Most important, before walnuts can be sold confidently, the grades and qualities and packs must be alike from one year to another.

It was California that established the grades and packs by which the food trade can buy carloads, and be absolutely certain that the quality will be uniform in every bag or carton, in every car—and every season.

It has been possible to sell these uniform grades at better prices than asked for imported walnuts, which are offered much as Nature made them, with a little hand grading. California grades have gone into competition with foreign walnuts, in or near the countries where they are produced, and have won preference at higher prices.

If a sales executive came to us and asked how we sell our product, he might feel, when he went away, that he had enjoyed a trip through a factory rather than an exposition of salesmanship. But it is out in the plant that we have done our real selling job.

Biggest Battle: Production

Every year since 1912, Nature has confronted us with a new problem, nearly always a larger crop, and along with it such complications as depression, a large carry-over from the previous season, foreign countries that want walnuts but have no money to pay for them or are hampered by blocked currencies—and finally war.

Each crop has to be dealt with as a new and different selling problem, and while advertising, dealer services and other strictly selling activities must be increased, the final story is told out in the plant: The production of what we have to sell.

In 1912, only four Southern California counties grew walnuts for market, while today they are grown in 45 counties, as well as Washington and Oregon, and with the California increase growing fastest in the northern counties, indicating that walnuts pay because they have been intelligently marketed by the growers themselves.

Without the cooperative marketing work and the technical advances that have been made in grading, there would never have been any such output. And without our marketing effort, such a crop as that of 1939, could never be sold at a profit to the growers.

Let These Publishers Take You to Market

They know where they're going

Some years ago a number of business paper publishers took a new look at the problem of market coverage. They argued as a salesmanager would argue. They said: "A salesmanager does not permit his men to talk to anybody who will listen. He insists on contact with buying power and buying authority. In other words, he controls the 'circulation' of his salesforce to the limit."

"What would happen," said these business paper publishers, "if we worked along the same lines? What would happen if we *controlled* our circulations . . . built up market lists carefully and scientifically . . . edited our magazines so that they would *insist* on attention . . . and then placed them accurately in the hands of the men who make up the buying market — and in their

hands alone?"

What happened was a triumph in business paper advertising effectiveness. The Controlled method of circulation not only eliminates the waste distribution that saps the advertising strength of any magazine and gains a complete coverage of vital buying factors, but it eliminates the stumbling block to its success of traditional subscription selling . . . the inability of *any* salesman to reach and sell 100% of his prospects.

Controlled, complete coverage can now be purchased by an advertiser in a full light of the facts. Let C. C. A. publications take your product to market. They know where they're going . . . and you know exactly what you buy and where it comes from.

THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

Bakers Review
Bankers Monthly
Better Roads
Combustion
Compressed Air Magazine
Contractors & Engineers
Monthly
Diesel Progress
Drug Topics
Dun's Review
Electrical Dealer
Electric Light & Power
Electrical Manufacturing
Equipment Preview
Excavating Engineer
Golfdom
Graphic Arts Monthly

Hitchcock's Machine Tool Blue
Book
Industrial Equipment News
Industrial Power
Jobber Topics
Liquor Store & Dispenser
Machine Design
Meat
Meat Merchandising
Mill & Factory

Modern Machine Shop
New Equipment Digest
Petroleum Marketer
Pit & Quarry Handbook
Premium Practice
Progressive Grocer
Purchasing
Roads and Streets
Rug Profits
Soda Fountain
Super Service Station
Tires
Western City
What's New In Home
Economics
Wood Products



CONTROLLED CIRCULATION PUBLICATIONS

MAY 1, 1940

[59]

Tags Answer Consumers' Cry for More "Information, Please!"

Midget medium though it is, the product tag can carry a sizable sales load: It can stress trade name, re-enforce a quality story, pinch hit for a dumb clerk, safeguard customer satisfaction by stressing proper care of a purchase.

UNWRAP a newly purchased typewriter, rifle, ham, undergarment, or any of a long list of other items and you are likely to find attached to it a label or tag.

The manufacturer's aim in putting that tag on your purchase was probably two-fold, or even three-fold. He wanted to impress on your consciousness his trade-mark, brand name, or the name of his company. He may also have made use of the space left over, after accomplishing his first aim, to list some of the distinctive features of his product.

Or perhaps he seized the opportunity to tell you how to use it and how to care for it. He may even have suggested additional uses for it, secondary ones that would never have occurred to you without his prompting. If you continue to study the label, you will observe that it has a decorative quality, arising from its design, color scheme, lettering, or its illustrations.

No. 1: "How to Care For"

To discover what manufacturers are doing to accomplish these purposes, SALES MANAGEMENT made an analysis of 50 such labels, attached to a variety of objects, among them furniture, bedding, shoes, wearing apparel, typewriters, rifles, meat products, fertilizer, a cooking utensil, an outboard motor, a shotgun, a hair-net, and a number of appliances.

Studying the text on the labels, it was found that some version of "How to Care For" the merchandise ranked first, both in number of times used and in amount of space devoted to it. Laundering instructions appear on labels for nearly all fabrics and garments represented in the list. The Stearns & Foster mattress label advises against folding or doubling the mattress, tells how often to turn it over, etc.

The Sterling furniture label tells how to keep the upholstery clean,

recommends reversing the cushions each week and advises against spraying (the product is guaranteed against moth damage for five years). The Vollrath (stainless kitchen-ware) label advises using low heat, recommends cleaning with the firm's own polish, not steel wool.

A list of desirable features, or, in some instances, only one feature, appears on many of the labels. Treatment is usually brief, often in the "informative label" manner. "Guaranteed Fast Color" and "Sanforized-Shrunk—will not shrink more than 1%," are examples of emphasis on a single good quality (See examples 7 and 14 on facing page). At the other extreme is the label for Corona Standard typewriter with a legible list, occupying less than two inches, of 13 of the model's features: Floating Shift . . . Standard Keyboard . . . Piano Key Action . . . Double Purpose Case, etc.

"Ingredients" and Uses

Two furniture manufacturers use listings of this type, in accordance with the current trend toward informative selling. Example: "All Pullman frames are fully doweled, glued and securely corner blocked." Five Sears, Roebuck labels are of this informational type, a typical one being that of the Waterwitch Twin Cylinder five-H.P. outboard motor, with a list of 22 features, occupying most of the space on both sides of the tag. The information is quite technical, as, for example: "2-Cycle, 2-Port Type with Crankcase Compression . . . Bore and Stroke 2¼ x 1⅞ inches." Also in this class are the Swift's Georgia Tobacco Grower and the F. L. Emmert Co.'s Molasso-Malt tags, which publish the formula of the product.

A variation of this kind of label is that which tells what may be expected of the merchandise. Advance Coating Co.'s Spil-Pruf label lists 15 substances to which Spil-Pruf is resistant: Whisky, lemon juice, etc. The Vollrath cooking utensil label goes even

further; The purchaser is advised to test the stainless quality of the product by squeezing lemon juice on it and allowing it to remain overnight.

Next in order of frequency of appearance on the labels studied is information on how to set an appliance up or how to operate or prepare it. Among labels of this kind, without illustrations, are those of the "Red-Man Sure-On Snap-On Hood" and the Buzz Barton Daisy air rifle. The "Smarties" (girdle or combination) label tells how to put the garment on. Cooking instructions and suggestions for serving appear on three ham labels and on the Glaser's smoked sausage label.

Guarantees of various kinds appear on some of the labels, one of the most specific being that of the Buzz Barton Special Daisy air rifle; it includes the recommendation, "Don't Take the Gun to Your Dealer, Send It to Us, We Know How." A Luxite underwear tag incorporates the *Good Housekeeping* seal. The Corona Standard typewriter label states that the company agrees "to make good at our factory any part or parts . . . which shall prove defective within six months after date of delivery."

Checking the colors used on the labels, we found that red appeared most often, i. e., on 27. Here's the list of colors most extensively used, in the order of their frequency: Red (including five shades of light rose

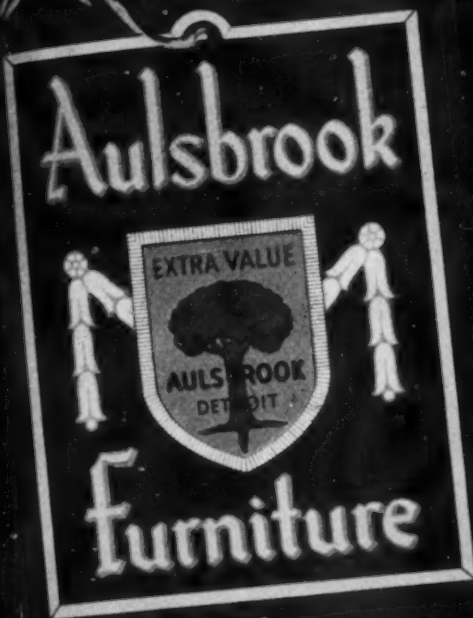


The tags illustrated on the facing page are representative of the 50 examples discussed in this article. Listed below are the manufacturers using the tags shown. For description and comment see text.

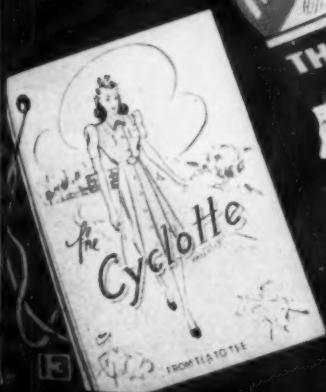
1. Daisy Manufacturing Co., Plymouth Mass.
2. Pullman Couch Co., Chicago
3. Smith-Douglas Co., Inc., Norfolk
4. Armour & Co., Chicago
5. The Aulsbrook Co., Detroit
6. Collegiate Manufacturing Co., New York
7. J. Rosenholz, Inc., New York
8. F. L. Emmert Co., Cincinnati
9. Sears, Roebuck & Co., Chicago
10. John J. Felin & Co., Philadelphia
11. Sears, Roebuck & Co., Chicago
12. Glaser's Provisions
13. M. C. Schrank Co., New York
14. Arnold Sales Corp., New York
15. The Vollrath Co., Sheboygan, Wis.



SALES MANAGEMENT



AULSBROOK FURNITURE MAY COST SLIGHTLY MORE BUT YOU CANNOT AFFORD TO PAY LESS



and pink), blue (all shades), black white, green, yellow, silver, gold.

Generally speaking, rectangular shapes were most popular, with circles and ovals lagging far behind. There were, of course, many variations, such as notches on sides or ends, rounded corners, one rounded end. The Stearns & Foster mattress tag is octagonal. Durene (cotton yarn) uses a D-shaped tag; Bemberg Rayon a B-shaped one. Felin ham has a ham-shaped tag and Smith-Douglas Co.'s Orange tobacco fertilizer tag is tobacco-leaf-shaped.

Considering space limitations, the designers of a number of the labels have done remarkably well with their illustrations. Not counting such decorations as scrolls, borders, or fancy lettering, the illustrations fall into two classes: (1) Purposeful, or those which show how to use the product, how to attach it or set it up, how to wash it or care for it; or those which show construction features; (2) Ornamental, showing the trade-mark, a reproduction of the product, or an object that suggests it or ties in with it.

Multum in Parvo

In some instances, there were several "purposeful" illustrations on one tag. Aulsbrook Furniture Co., for example, uses a handsome four-page folder, attached with silver cord, which opens by lifting the top up. Upon doing this, you see seven one-inch illustrations, and one about one and one-half inches square. Listed under the heading, "Aulsbrook Extra Values," these black ink drawings are superimposed on red squares. One shows the "double-doweled and braced" construction; another shows a hand cutting cloth with shears; another illustration shows "hand sewing instead of tacking or machine sewing wherever more durability or better tailoring will result." The largest illustration is an underside view, showing arrangement of springs, bands, etc. The front cover illustration is the manufacturer's trade-mark.

As an example of what can be accomplished with a small tag, there's the one used by Monowatt Electric Corp., which measures three and one-half inches by one and one-half inches. On one side it lists the advantages of the "Appliance Connector That's Different." ("No screws to fall out . . . an easy grip feature," etc.) On the other side there's a diagram of the product, with wiring instructions. Printed in black, on red stock, this label ranks high for its easy legibility and understandability.

Leisy Brewing Co. uses a four and one-quarter inch by four and three-



"It says 'strawberry, raspberry, cherry' . . . but I can't make out the last three words!"

quarter inch cream-colored tag for its Super-Growler. On one side, text, printed in blue, offers the consumer delivery and pick-up service, suggests buying beer in cases and six-bottle cartons from the dealer, etc. The other side is devoted to instructions for using the Super-Growler. A drawing a bit more than an inch square shows one stage of this operation, a hand lifting the spigot "all the way over."

Other examples: Royal Typewriter's booklet with a tiny illustration showing how the new "Magic Margin" is set; the Flexton collar-Mack shirt tag, with one drawing showing the collar on a wearer, and another showing how it should be ironed; the Adjusto cap label showing how the cap should be put on the head; the Sterling furniture label, with two drawings, showing correct and incorrect seating posture; the Cyclotte tag, with four drawings of the garment, three suggesting uses (to be worn for spectator sports, bicycle riding, etc.), and one showing it unbuttoned from top to bottom, to indicate that it is easy to iron.

There are fewer illustrations in the ornamental or suggestive class (as distinct from the more direct "purposeful" ones designed to help sell the merchandise to which they are attached). There's a lifelike yellow tobacco leaf on the tag Swift & Co. Fertilizer Works put on its "Georgia Tobacco Grower." A funny little bow-legged man is seen aiming his gun, on the Daisy air rifle tag; the tag itself,

with its concentric circles, suggests a bull's-eye. A Josef fabric Durene garment has a tag with a picture of a man, a woman and a child, all presumably wearing apparel made by that manufacturer. A "Miss Collegiate" Snuggle-Down label has a Winter scene on the front, and dainty illustrations inside—a fireplace, a turkey, a candle.

Only two of the 50 labels studied deserve criticism for poor visibility. One, attached to lace, is white with pale blue lettering, very difficult to read. The attractiveness of its border decoration, a white lace design against pale blue, does not compensate for its poor legibility. Another has yellow lettering on black; the text is crowded and small, thus hard to read.

Comparatively few took advantage of the opportunity to bid for future sales, either of the identical product or other merchandise made by the same manufacturer. Exceptions are: Armour Leather Co.'s suggestion: "When replacement of soles is necessary, request your cobbler to use Armour's soles." A Stearns & Foster mattress tag states: "We strongly recommend a Stearns & Foster Box Spring which is made especially to help your Stearns & Foster Mattress give the maximum in comfort and wear." Aulsbrook advises: "Look for this tag on the back of every sofa and chair." On a Daisy air rifle tag: "Use Bull's-Eye Steel Shot." On Sears, Roebuck rifle and shotgun tags: "Use Sears Ammunition for Consistent Performance and Economy."

6 Ways "Informative Tags" can help you sell

1. SETTING STANDARDS FOR MERCHANDISE BUYERS

If your product bears a tag that gives basic specifications, it has the edge on competitors' items that lack such information.

2. PUTTING FACTS INTO SALESPERSONS' MOUTHS

Don't expect salespeople to remember the features of every item they sell. Give them facts about your product on a Dennison Informative Tag.

3. HELPING YOUR PRODUCT SELL ITSELF

Factual information on a Dennison tag helps prospects make up their minds when salesperson is busy elsewhere.

4. KEEPING THE PURCHASER SOLD

"How to use" and "How to care for" information on a Dennison tag helps cut down users' complaints . . . builds repeat business.

5. SELLING YOUR OTHER ITEMS, TOO

Use a Dennison Informative Tag to sell your companion or matching items by cross-reference.

6. ANSWERING THE CONSUMER WHO "WANTS TO KNOW"

"What is it made of?" "Why is it better?" "What service will it give?" Your Dennison Informative Tag answers consumers' questions with facts.

Let Tag Headquarters Help Solve Your Problem

Because of long experience in developing Informative Tags for practically every type of product, Dennison can give you sound advice, help you evolve tags that sell merchandise and keep it sold.

Dennison

FRAMINGHAM, MASSACHUSETTS

Unity Building, Boston • 220 Fifth Avenue, New York • Jefferson Building, Philadelphia • 62 East Randolph St., Chicago • Guardian Bldg., Cleveland • Santa Fe Bldg., Dallas • Russ Bldg., San Francisco



14 out of these 15 tags made by Dennison

It is not by mere coincidence that 14 of the 15 Informative Tags used by Sales Management to illustrate its article in this issue are Dennison tags.

The leading American advertisers consult Dennison because of Dennison craftsmanship in production and Dennison knowledge of the problems that Informative Tags must solve.

CLIP AND MAIL TODAY

Dennison, Dept. SM, Framingham, Mass.
Please send me samples of Informative Tags
used to sell

☐ Please send me samples of Informative Tags
used to sell

☐ Please have your local representative call.

Name _____

Company _____

Address _____

City _____

State _____

ADVERTISING AGENCIES

Men's Wear Merchandising

During the month some 130 men's specialty shops and men's wear departments of department stores will receive the first bulletin of a syndicated service designed to give advice on the merchandising of men's clothing in retail stores. Author of the service is Sidney Garfield, president of Hirshon-Garfield, Inc., New York agency which is offering the service to a list of subscribing stores for a fee based on the volume of business done by the store and the size of its market. Eventually the agency expects between 400 and 500 subscribers.

Bulletins will go out to subscribing stores at first monthly—probably semi-monthly later if plans work out as Mr. Garfield expects—and will attempt to interpret men's fashion merchandising directly for the benefit of subscribers. They

will give advice on what's new in the men's wear field, the proper timing of men's fashions, personnel training; they will suggest advertising allocations and programs for limited budgets, survey the manufacturing field and give suggestions for improving customer and personnel relationship. Black and white and color illustrations of current fashions, suggested ad layouts and copy, fabric swatches and other illustrative material will be used in the presentations.

Since its organization in 1931 Hirshon-Garfield has worked closely with retailers in the belief, Mr. Garfield explained, that an agency which knows the retail field and knows it well can be a great help to manufacturers. Every member of the Hirshon-Garfield staff, including the office boy, is supposed to be familiar with retail merchandising. Mr. Garfield himself is on the board of directors of Broadstreet's, New

York men's clothing chain, and for the past year has been promotional counsel to Manhattan's Franklin Simon department store. The agency has acted as consultant on men's wear and other merchandising for such stores as Hecht's in Washington, Hengerer's in Buffalo, Jordan Marsh in Boston, Younker Bros. in Des Moines and Scruggs, Vandervoort & Barney in St. Louis.

Its manufacturing clients include, among others, Artistic Foundations, Inc., manufacturers of "Flexees"; William L. Barrell & Co. and Compton-Richmond Co., Inc., in the textile field; Essley Shirt Co.; Kaylon, Inc., pajamas; William Knowlton Co., hats; Trubenizing Process Corp.; Warwick Chemical Co. and Parfums Corday, Inc.

The men's wear merchandising service, Mr. Garfield explained, arose from the need of many retailers who could not afford regular agency fees for concrete merchandising help. Several such retailers had sought the services of Hirshon-Garfield, and it was this which prompted the agency to put in printed form and make available to a larger number of retail stores the counsel on men's wear merchandising which for many years it has been giving its retail clients.

Initial subscribers to the service are, for the most part, specialty shops. There are also a few manufacturing subscribers.

Agency Notes

First ad agency to be completely equipped with television studios and audition rooms is believed to be the Biow Co., New York. Not only will the mechanical equipment now being installed be complete, but against the day when television will have wide commercial use by advertisers, the agency is developing a creative department with writers, directors and engineers to blend eye and ear appeal. Under the direction of Walter Tibbals, executive head, and Max Marcin, Broadway and Hollywood script-writer, this department is preparing actual test programs daily.

Barton A. Stebbins, Los Angeles agency for the last 18 years, has opened a New York office. William S. Arnold and Robert L. Nourse, Jr., head the executive staff. Barton A. Stebbins will divide his time between Los Angeles and New York.

Newly elected officers of the Washington State Chapter of the American Association of Advertising Agencies are: Warren E. Kraft, Erwin, Wasev & Co., chairman; N. W. Mogge, J. Walter Thompson Co., vice-chairman; George Weber, MacWilkins & Cole, secretary-treasurer. Governors of the chapter, in addition to these officers are: W. H. Horsley, Mrs. Elva V. Tomowski, C. P. Constantine, W. T. Prosser.

Arndt, Proctor Electric Co. Share Annual Ford Award

John Falkner Arndt and Co., Philadelphia agency, and Proctor Electric Co., same city, were the joint recipients of the Howard G. Ford Award "for the most outstanding contribution to the science of distribution in 1939." This is the first time since its inception in 1937 that the Award has been presented to co-winners.

Presentation was made at the 30th annual dinner of the Sales Managers Association of Philadelphia, which was attended by the largest group of sales executives ever assembled in Philadelphia. The Association, the oldest sales group in the U. S., conceived the Award as a means of recognizing



82°
AVERAGE MONTHLY
SUMMER TEMPERATURE
in Miami

The Herald covering Greater Miami with about a quarter-million summer population merits your "A" schedule. Last summer Herald circulation was greater than winter peak circulation of '37. More and more prosperous families are making Miami their permanent home. Reach all through The Herald, no premiums, no prizes.

The Miami Herald

National Rep.: Story, Brooks & Finley; Southern Rep.: Garner & Grant, Atlanta

THE HERALD'S SUMMER CIRCULATION TOPS THE WINTER CIRCULATION OF MIAMI'S SECOND PAPER



Roy H. Warmee (left), sales manager of Philadelphia Coke Co., and chairman of the Howard G. Ford Award Committee, presents to Walter M. Schwartz (center) board chairman of Proctor Electric Co., and John Falkner Arndt the plaque as co-winners of the '39 Award.

unusual sales programs. It is co-sponsored by the National Federation of Sales Executives and the Wharton School of Business.

The winning promotion by Proctor, and Arndt, its ad agency, was for the new "Never-Lift" electric iron. Although retailing at a higher price than its competitors in a market showing 92% saturation, the iron registered a sales increase of 92% in the first three months of 1940 as compared with the same period in '39.

"This production increase resulted in an increase in employment," says Walter M. Schwartz, Jr., president of Proctor. "Total wages paid by Proctor to factory employees rose 128% in those three months."

John Falkner Arndt, head of the agency, explains that all elements of distribution were pre-evaluated and pre-tested, thus insuring maximum effectiveness at the lowest possible cost. Arndt, in conjunction with other advertising agencies in its Continental Agency network, has worked out an "Ad-Evaluation" system which was used on all Proctor ads.

Judges for the Ford Award were: Dr. A. H. Williams, Dean of the Wharton School, U. of P.; Dr. Donald A. Laird, Director of the Ayer Foundation for Consumer Analysis; Fred C. Kendall, editor of *Advertising and Selling*.

Honorable mention was awarded by the judges to Sonotone Corp., Elmsford, N. Y., and American Airlines, LaGuardia Field, New York.

People

F. Willett Walton, Jr., until recently an account executive and merchandiser with Ward Wheelock Co., Philadelphia, has joined the New York office of Young & Rubicam as merchandising executive. Mr. Walton was at one time vice-president and sales manager of Arnold, Constable & Co., New York department store, and later advertising director of Wanamaker's, Philadelphia department store.

Ed Bowers, formerly head of copy and radio in the Chicago office of N. W. Ayer & Son, and more recently an independent copy consultant in that city, has joined the copy staff of Cramer-Krasselt Co., Milwaukee.

Jerome B. Gray & Co., Philadelphia, has announced the appointment of Frank Knorr Esherick as head of the media department. Mr. Esherick was for ten years in the national advertising department of the Philadelphia *Evening Ledger*, for 12 years on the plans board of the Philadelphia office of N. W. Ayer & Son.

John B. Bissell, formerly president of Bissell & Land, Inc., Philadelphia, and

more recently a member of the executive staff of Blackett-Sample-Hummert, Inc., New York, has joined Lawrence Fertig & Co., latter city, as vice-president.

Frank R. Steel Associates, Inc., Chicago, has announced the appointment of E. Sherman Perlman as vice-president and account executive. Mr. Perlman was formerly head of his own advertising agency in Chicago.

Sidney Handler, until recently account executive with Metropolitan Advertising Agency, New York, has joined the Raymond Levy Organization, same city, as contact executive on real estate accounts.

Charles Dallas Reach Co., Newark, has added members to the staff of the agency: Clarence R. Holmberg, formerly of W. I. Tracy, Inc., and Gardner Advertising Co., production manager; John H. Hanfield, until recently associated with T. J. Maloney, Inc., traffic manager; William L. Humbach, formerly of Kelly Nason, Inc., and John Peltola, formerly of T. J. Maloney, Inc., art department; Sidney M. Sundell, at one time copy chief of Blaker Advertising Agency, copy department; and Harold M. Buckley, formerly of the New York *Journal American*, publicity.

Account Appointments

To: *Fuller & Smith & Ross*, N. Y., Ford Tractor with Ferguson System, sold and distributed nationally by Ferguson-Sherman Mfg. Co., Dearborn . . . *Ferry-Hanly*, N. Y., A. G. Spalding Bros., manufacturers of sporting equipment . . . *Young & Rubicam*, Royal Typewriter Co. . . . *J. M. Korn*, Philadelphia, Erlanger Brewing Co. . . . *Charles Dallas Reach*, Newark, Koppers Co., St. Paul (the agency has handled the advertising of the Seaboard division of Koppers Co. for three years; the White Tar Co. division for five years.)

To: *Roy S. Durstine*, N. Y., Crosley Corp., Cincinnati . . . *Raymond Levy Organization*, N. Y., Pauline Gordon Brassieres, Inc.; Wachs Bros. Co., manufacturers of "Perma-Korners" for men's wallets; and Lou Schneider, Inc., manufacturers of women's coats and suits . . . *N. W. Ayer & Son*, Forstmann Woolen Co., Passaic, N. J. . . . *Horton-Noyes*, Providence, Flint & Field Co., makers of Dr. Locke shoes for men . . . *Carter-Thomson*, Philadelphia, Thomas L. Leedom Co., Bristol, Pa., to handle advertising for the company's rugs and carpets.

To: *Olian Advertising Co.*, Samuels Shoe Co., St. Louis, makers of DeLiso Deb shoes . . . *I. A. Goldman*, Baltimore, U. S. Jewelry Co. of Baltimore, wholesale jewelers and importers.

Are you looking for an ADVERTISING MANAGER? (or a mature assistant?)

A high grade man, with outstanding creative, sales and executive ability, 42 years old, with broad, diversified experience in advertising and selling, wants a responsible permanent job that offers a real opportunity for accomplishment.

He's a fine type—the sort of man who will fit in almost any high grade organization. Now employed, but with a company whose future is extremely uncertain, and it is advisable that he change as soon as he can find a suitable opportunity.

He has had experience with a large national advertiser (automotive field) as copywriter, dealer-magazine editor and assistant advertising manager; with a large technical trade journal publisher as salesman, promotion manager and assistant to the vice-president in charge of sales; with a major radio broadcasting company as salesman, station sales manager and regional sales manager; for several years he conducted a successful advertising service in a medium-size city, in conjunction with which he also published a small-town newspaper which he himself established.

He's a straight-thinking self-starter, with imagination, balance and sound judgment. He is conscientious, sincere and dependable. Liked by all who know him—the kind of fellow who "wears well." College graduate (mechanical engineering, English and economics) Protestant, married and has a family. In vigorous health, mentally alert, enthusiastic.

This man would be a "find" for some medium-size manufacturer who is looking for someone to head his advertising department, or to organize an advertising department; or for the advertising manager of some large manufacturer, who wants an assistant capable of assuming major responsibilities; or for a publisher who wants a capable sales executive.

Available on short notice. Location immaterial. Reasonably good salary required, but the most important factor is the chance to establish himself permanently with a solid company.

We shall be glad to put you in touch with this man.

**Advertising Executive,
care Phillip Salisbury,
SALES MANAGEMENT,
420 Lexington Avenue,
New York City.**



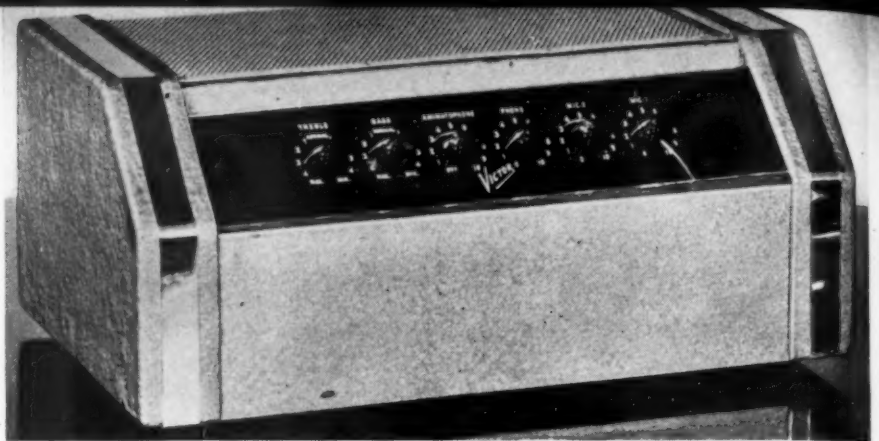
2



3



4



1

DESIGNING TO SELL

1. Amplifier: Bringing a "new clarity of rich low tones and clear highs" to the projection of 16-mm. sound movies, reproduction of recordings, radio transmission and public address systems is Victor Animatograph Corp.'s new amplifier. A system of controls makes possible any choice of tone.

2. Vis-A-Pak: Transparent cellophane displays Weston's Daisy Shortbread from both bottom and top of the package in the Vis-A-Pak cartons recently adopted by George Weston, Ltd., Passaic, N. J. The corrugated shipping container was designed to be used also as a counter display by Robert Cair Co., New York.

3. Portable Sander: Syracuse GuildTool Co., Syracuse, N. Y., has added a new portable electric sander to its line. Weighing only 15 pounds, the sander boasts two patented features—belt aligning control "insuring perfect traction" and a quick belt change latch "that cannot stick." It is encased in a sturdy frame of highly polished aluminum alloy.

4. Automatic: A safety device which automatically ejects the connection plug when ever water boils too low for safety is a feature of the electric tea kettle being marketed by Electromaster, Inc., Detroit. The device also prohibits replacing the plug until the kettle has cooled to a safe temperature.

5. Plastic for Salads: Bakelite polystyrene is the plastic from which Kilgore Mfg. Co., Westerville, Ohio, is molding salad bowls in a variety of colors because of its "resistance to vinegar and vegetable oils and its light weight and dimensional stability."

6. Air Prints: Air Transport Association is sponsoring a series of Crown-tested rayon fabrics developed in aviation motifs for Summer wear. Each print has its own name—Air Mail, Radio Beam, Flight Formation—and color—altitude blue, pilot gold, fuselage gray and fleecy cloud white—and will be offered in piece goods as well as women's and misses' dresses, etc.

6





"YOU TAKE THE ORCHIDS!"



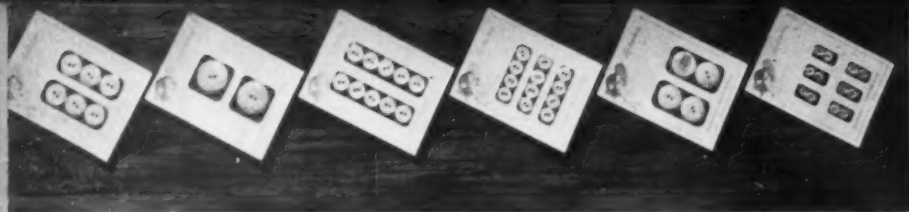
THE proved sales appeal "Cellophane" adds to candy is being applied with equal force to products with widely different appeals and markets. Visibility, protection, and attractiveness—all through "Cellophane" cellulose film—can help sales move faster... If you need help, just write to "Cellophane" Division, E. I. du Pont de Nemours & Co. (Inc.), Wilmington, Delaware.

MAY 1, 1940

Cellophane

TRADE MARK

"Cellophane" is a trade-mark of E. I. du Pont de Nemours & Co. (Inc.)



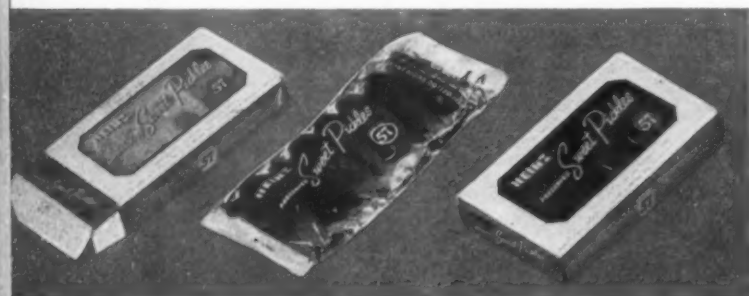
1

Protective Packaging for Sales Appeal

Last year Goodyear Tire & Rubber Co., in a page ad in the *Saturday Evening Post*, asked: What cigaret will be the first to take advantage of this? "This" was Goodyear's transparent synthetic material, Pliofilm, made from a rubber hydrochloride base and boasting, in addition to its transparency, water-proofness and the ability to form a welded bond heat seal. As yet no cigaret company has answered Goodyear's question by adopting Pliofilm for cigaret packaging, but other manufacturers have found the material suitable for that purpose. Here are six current Pliofilm packages. Rival Blue coffee, Muscatine button and Heinz pickle packages won awards in *Modern Packaging's* All-America Package Competition.



2



3



4

1. Muscatine Pearl Works, Muscatine, Iowa, paid workers almost a cent a package to sew buttons on cards before adopting Pliofilm for the packaging job. Labor costs per package now amount to one-quarter cent. The card, designed by Milprint, Inc., Milwaukee, contains a sheet of Pliofilm pressed between two pieces of cardboard to hold the buttons.

2. A transparent container to display the product combined with an after-use bag was developed by St. Mary's Woolen Mfg. Co. for packaging blankets. The bag, sturdy and moisture- and dust-proof, provides a storage container for blankets when not in use.

3. Into a Pliofilm bag, H. J. Heinz Co. hermetically seals sweet pickles and brine, then inserts the bag into a laminated carton die cut to provide a window for displaying the product. The package, "representing the first use of this kind for packaging foods in liquid," was designed by Shellmar Products Co., Mt. Vernon, Ohio.

4. Replacing the tin can in which Edgeworth tobacco was formerly packaged, Larus & Bros. Co. has adopted a Pliofilm container which offers the purchaser a natural pouch for pocket use. "Another example," says Goodyear, "of a more efficient preservative job for less cost" with Pliofilm.

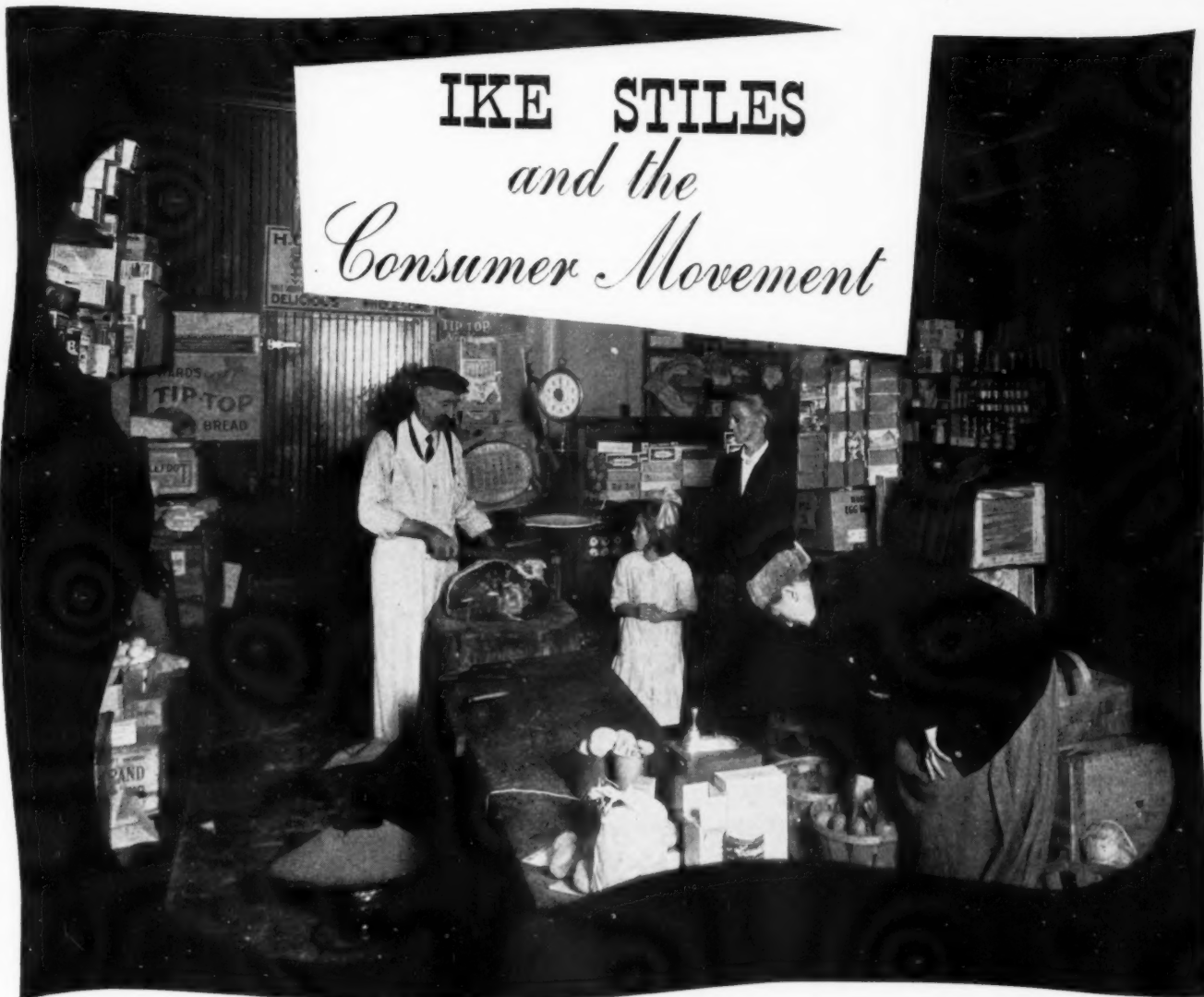
5. William Montgomery Co., Philadelphia, has introduced the "Flav-o-tainer" package for its Rival Blue coffee. Lined with Pliofilm, the "Flav-o-tainer," developed by Thomas M. Royal Co. and produced at a cost comparable to that of paper bags, is heat sealed to insure freshness.

6. By packaging its line of kitchen towels in Pliofilm bags, Startex Mills, Inc., in addition to obtaining display of its product, is offering purchasers a useful premium. Each towel is wrapped in a sheet of Pliofilm which has been sealed on two sides to form a moisture-proof bag for refrigerator storage of food. Inside each bag is a warning, "Do Not Tear This Package!"



6

IKE STILES *and the Consumer Movement*



To Ike Stiles the only consumer movement that meant anything was the movement of a customer coming in the door of his store. Whether it was a can of oil or a yard of gingham, Ike had it or would get it. And if by chance anything was wrong with Ike's merchandise he learned about it pronto at lodge meeting or over the counter. Ike got his consumer reaction straight from his customers.

Today, consumer satisfaction is even more important than it was in Ike's day,—but the big town conference room is a long way from the corner store. Consumer complaints have a way of getting lost in the intricate maze of modern merchandising. Trends may creep up on a business so gradually that they are not recognized until red figures on the sales sheets indicate what's been going on.

To know at all times what the public is thinking about your business—to have all the facts about trends and changing conditions that may offset your profits, you must use marketing research.

Ross Federal, one of the oldest and largest research organizations in the world, invites your inquiry on how modern marketing research can help you.

ROSS FEDERAL RESEARCH
CORPORATION 18 EAST 48th STREET, NEW YORK,





Microscope on Metropolis

For all its advances, advertising often is still an adverb or two short of realizing its full potentialities.

The "Continuing Study of Newspaper Reading," for instance, is intended to reveal *how many* readers read *what*, and to *what* extent. So with most of the recent research; it is *quantitative*.

The New York *World-Telegram's* "Block-by-Block Analysis," now being shown before advertisers, may indicate more clearly not only *who* reads *what*, among New York City newspapers, but *where* and *how* these people live and what is their value to advertisers.

It has long been said that New York is not one but many cities. When one gets down not merely to neighborhoods but to blocks—thousands and thousands of blocks—the extremes of Baghdad-on-the-Subway become vivid. And when one throws in the hundreds of suburbs in the city's metropolitan area, these extremes become even more so.

Like every other newspaper, the *World-Telegram* gets a lot of reader inquiries, most of them by mail and telephone. In the five years between 1934 and 1938 this newspaper received some 500,000 of them from residence addresses, thousands more from offices, etc. All were saved or noted.

Eliminating all duplicate names and non-residence addresses, the *World-Telegram* had 166,653 inquiries from known readers, or about 40% of its 423,740 circulation.

Here was a good way of learning who its readers are, and where they live. But it did not prove enough to the *W-T.* about their value to advertisers, their economic worth.

What Does the Landlord Get?

Here the "Real Property Inventory of the City of New York," made by the City Housing Authority in 1934, was put to work. Going to the actual worksheets showed the average of rentals paid by every family in every one of the 23,522 blocks in the four most populous of the city's five boroughs—Manhattan, Brooklyn, Queens and the Bronx. Rentals paid, of course, are a fair index of income. By superimposing reader-inquiry data on the Housing Authority's findings, the *World-Telegram* was able to break down its circulation by rental classifications. And this index to buying power is left, as is, for the marketer to interpret as he will.

Census tract directories in the R.P.I. reports helped the newspaper to locate readership by tracts. (At the same time, other members of the crew were breaking down suburban responses by towns within each county.) Finally a method of locating readers had to be devised by the newspaper out of the various city department block numbering systems.

On a master map for each of the four boroughs, each block was colored in. Average-rental blocks of \$100 and over

were done in purple; \$75-\$99.99, red; \$50-\$74.99, orange; \$40-\$49.99, yellow; \$30-\$39.99, green, and under \$30, blue.

Among 1,841,736 families in these four boroughs (1934 figures) the *World-Telegram* circulation, as projected from the inquiries, was shown to be 287,170. Although the circulation figure represented only 15.59% of the total number of these families, it was found that the newspaper's circulation coverage grew consistently more impressive with each higher rental group.

Thus, its coverage was 5.64% of the under \$30 rental blocks, 11.78 of those \$30-\$40, 18.33 of those \$40-\$50, 25.19 of those \$50-\$75, 31.82 of those \$75-\$100, and 33.63 of those averaging \$100 or more per month.

"Projections" are interesting and customary in research, but after this was done the *World-Telegram* was still unconvinced, even though its base was 40% of circulation. It set out to see, through actual census of specific high rental areas throughout the city, if the good news were really true.

Five Researchers Check

Five research organizations were employed. These were Ross Federal Research Corp., Hooper-Holmes Bureau, Market Research Corp. of America, Fact Finders Associates, and Daniel Starch, Inc.

This verification phase of the job was done in September, October and November, 1939. Interviewers went from house to house in these specific districts, and asked, "What New York newspapers were read in your home yesterday? Morning? Evening?"

The districts were Flatbush and Prospect Park West (Brooklyn); Tudor City, West End Avenue and Park Avenue (Manhattan); Grand Concourse and Woodlawn (Bronx); Larchmont and Scarsdale (Westchester); Forest Hills and Kew Gardens (Queens); Garden City (Nassau); Ridgewood and Upper Montclair (New Jersey).

Each interview had to be with a member-of-family. (Even in that most purple Park Avenue district, interviews were gained with 66% of those sought.)

These independent studies showed that the *World-Telegram* projection of reader inquiries was 99.31% accurate.

The *World-Telegram* believes its "Block-by-Block Analysis" to be "a definite contribution to effective newspaper advertising—particularly in the New York market, where there is so little home-delivered circulation as to make it almost impossible otherwise to determine the location of readers."

Vernon Brooks, national advertising manager, who had a lot to do with initiating the project, is presenting the findings in a series of two-a-day presentations in New York. Beginning this month, the "Block-by-Block" study will be taken on tour to key cities.

Mr. Brooks showed how R. H. Macy & Co., New York department store, which

consistently has used more than 1,000,000 lines yearly in the *World-Telegram*, closely parallels the newspaper's pattern of coverage of rental groups in its lineage for different price lines of women's ready-to-wear in this newspaper.

Another parallel is shown between the *W-T's* coverage and automobile ownership percentage of each of these groups. Bottom to top, the car ownership was found to range from 4.9 to 34.6%. Car ownership rose consistently with each higher-rental group except the red, or \$75 to \$99.99. The *W-T's* answer to this is that 62% of all families in the four boroughs who pay this much rent live on Manhattan Island, and "don't need cars" and considers this a further corroboration of its analysis.

Mr. Brooks told advertiser and agency executives that "we shall make this a continuing study—recasting and refining our latest reader response as the R.P.I. supplies new and amplifying facts."

A series of advertisements appearing in newspapers, business magazines and trade journals—most ambitious since the paper started (the copy by Lee Tracy, promotion manager) tells the "circumstances" of individual readers in the various rental areas. These facts were revealed in a series of questionnaires secured by personal interview with known readers in each of the test areas covered by the research organizations. The copy emphasizes the new and accurate measure of the market provided by the "Block-by-Block Analysis" which enables advertisers "actually to identify their prospects and chart their 'buy-ability.'" A multiplicity of uses of the study are hinted at.



Bradford Wyckoff is the new president of the National Newspaper Promotion Association. He is promotion manager of the *Troy, N. Y., Record*.

Newspaper Men Report "Change for Better" in National Linage

A "marked change for the better" in the "attitude of advertisers toward newspaper advertising" was reported by Edwin S. Friendly, New York *Sun*, chairman of the committee in charge, Bureau of Advertising, American Newspaper Publishers Association, in his annual report to the association in annual convention at New York last week.

Mr. Friendly mentioned "substantial increases in newspaper appropriations by many national advertisers with whom the bureau has worked."

A factor in this trend, he said, has been the "Continuing Study of Newspaper Reading," by the Advertising Research Foundation, in which 17 studies of individual newspapers have now been completed. Newspapers are now able to "prove scientifically the tremendous size of the reader audience which they assemble each day." The study also "upsets a number of not-too-useful traditions." For example, it was found that "left-hand pages receive as much attention as . . . right-hand pages," and "interest beyond a newspaper's seventh

SALES MANAGEMENT

page varies comparatively little from the interest shown in the first seven pages."

Forthcoming promotion work of the bureau includes a series of promotion ads for use by the 619 bureau member newspapers on such themes as the importance of news and newspapers in people's lives, "the economic advantages of advertising," and the "importance to dealers of newspaper advertising by manufacturers." Also, "The Newspaper as an Advertising Medium," a pocket-size, illustrated handbook; and a projected trade paper campaign, "as soon as funds are available."

The National Newspaper Promotion Association, meeting at New York last week, elected Bradford Wyckoff, promotion manager of the Troy, N. Y., *Record*, as president, succeeding Ivan Veit, New York *Times*. W. J. Byrnes, Chicago *Tribune*, was re-elected vice-president, and Ramon Cram, Columbus *Dispatch*, was named treasurer and Leslie Davis, *Wall Street Journal*, secretary.

Col. Frank Knox, publisher of the Chicago *Daily News*, pointed out that promotion men "no longer are the step-children of the profession. . . . No greater progress has been made by newspapers in recent years than in promotion." Col. Knox believed that the promotion men of today "may well be the publishers of tomorrow."

William H. Howard, executive vice-president, R. H. Macy & Co., urged greater research into the mechanics and productivity of advertising. . . . C. E. McKittrick, eastern advertising manager, Chicago *Tribune*, cited studies by that newspaper on the relative "audiences" of newspaper copy and radio programs in that area.

D. E. Robinson, general manager and research director, Federal Advertising Agency, suggested that newspapers unite in a standardized study of population, income and other data of their markets. . . . Lester M. Malitz, vice-president and space buyer, Warwick & Legler, discussed "Factors That Determine Media Selection." Media factors involved, he said, include purchasing power of market; reader acceptance and reader traffic; circulation—by type and income as well as quantity.

Wilder Breckenridge, sales manager, Bureau of Advertising, outlined progress and findings in "The Continuing Study of Newspaper Advertising."

Busy Eyes and Ears

Fred A. Healy, vice-president and advertising director, Curtis Publishing Co., cites some interesting data on magazine circulation growth, which appeared in a full-page ad for the *Ladies' Home Journal* recently in the New York *Times* and *Herald Tribune* and the Chicago *Tribune*.

From 1934 to 1939, "14 major American magazines which had already attracted large audiences," increased their circulations an average of nearly 500,000. Four women's magazines in this period, the *Journal* showed, had average circulation increases of nearly 600,000. Not included were two newcomers—*Life* and *Look*—which had risen to 2,509,000 and 1,700,000 each by the end of 1939.

Meanwhile, the *Ladies' Home Journal* in the five years had a circulation gain of more than 700,000 and "in the last half of 1939 it grew faster than any magazine in America, both on the newsstands and in total circulation."

The ability of 14 established magazines, all told, to sell 6,000,000 copies more last year than in 1934 has not interfered with the circulation growth of other major media.

Columbia Broadcasting System points out in business paper copy that the number of home radio sets owned by U. S. families rose 85% in this period, from 20,000,000 to 37,000,000. These figures do not include 6,500,000 automobile sets and 1,000,000 portable sets. In this period, also, says CBS, "the amount of daily home listening by America's radio families went up . . . from 62,000,000 family-hours a day to 123,000,000 family-hours of listening each day."

Meanwhile, *Editor & Publisher* showed recently, the circulation of daily newspapers in this country between October 1, 1933, and October 1, 1939, climbed from 35,175,238 to 39,670,682, while the circulation of Sunday newspapers in the same period rose from 24,040,630 to 31,519,009.

The new Census probably will reveal totals of about 32,000,000 families and 132,000,000 people in this country—increases, respectively, of about 3,000,000 and 12,000,000 in ten years.

Newspaper-Radio Team-play

On several fronts last fortnight radio stations and newspapers buried a few more of their proverbial hatchets, and began to work more closely together.

In Pittsburgh, Station KDKA and the *Post-Gazette* introduced a time-space swap, whereby the station uses six inches on the newspaper's radio page daily for a column called "KDKA Today," and the *Post-Gazette* presents a daily five-minute shopping and feature column for women on KDKA.

As part of the centennial observance of the Cincinnati *Times-Star*, Station WKRC, on April 21, broadcast a half-hour program over a coast-to-coast Mutual network.

Station KYW, Red network outlet in Philadelphia, has released a daily campaign in newspapers there.

On the air experimentally since January, W9XAO, the Milwaukee *Journal's* Frequency Modulation station, began a regular daily program schedule April 22, with two full-time announcers, four engineers, its own program department and a live talent schedule completely independent

from the *Journal's* parent station, WTMJ. The new station and its program schedule were announced in full-page space in the *Journal*. The ad also listed 36 stores there which sell F-M sets.

Magazine News

The crop of new magazines—unusually small in the first quarter—has expanded of late. Some of them are keyed to specific current problems and opportunities.

The *American Idea*, for example, will be "a monthly magazine in the interests of Canada and the United States." It will be published by Ben Miller Press, New York, with A. R. Pinci as editor and A. N. Freid, business manager. . . . *China and Asiatic Affairs*, New York, a monthly "pledging all its profits to medical and refugee relief in China," has been introduced with Miss Chiu Chun-Mui as editor and Sun Eng, advertising manager. Americans also are aiding the venture. The first issue contains an article by Carl Crow, advertising executive.



Miss Chiu Chun-Mui, American-born Chinese girl, is the only member of her sex who is editor-in-chief of a magazine in the U. S. Published in New York, *China and Asiatic Affairs* sells for ten cents.

Carnelson House, Inc., Chicago, presents *Varsity*, departmentalized, monthly news magazine, for college readers, alumni groups and faculty members. Frank Carney and Harvey Olson are publishers; Kenneth L. Ripley editor, and John Parks business manager.

Fawcett Publications is introducing *Nickel Comics*, and will follow it with *Five-Cent Comics*. . . . Leam Publishing Corp., New York, has been formed to pub-

ARE YOU SATISFIED WITH YOUR SALES IN NORTHERN INDIANA, SOUTHERN MICHIGAN AND WESTERN OHIO? . . .

Is there a job you want done here that requires local knowledge plus sales experience? We can help you in this field we know intimately—and at low expense because we're on the ground. Do you want . . .

A FACT FINDING JOB? NEW, ACTIVE DEALERS? A BETTER DISTRIBUTOR? A DIRECT MAIL, RADIO OR NEWSPAPER CAMPAIGN WITH LOCAL KNOWLEDGE AND DIRECTION? OPPORTUNITY INFORMATION? TELL US YOUR PROBLEM — WE'LL HELP!

Inquiries from established firms with products of merit will be promptly cared for. This local work need not interfere with your present agency. Write

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701 Old First Bank Bldg., FORT WAYNE . INDIANA
25 YEARS EXPERIENCE — FINANCIALLY RESPONSIBLE

lish the four-year-old *Baby Talk* as a national magazine. George Garland has been made vice-president and general manager, and Norris H. Evans advertising director. Circulation guaranty is now 100,000 . . . *Movie and Radio Guide*, Chicago, is doubling its gravure section to 32 pages . . . *Parents'* will participate in observance of the third annual Better Parenthood Week September 23-29 . . . *Woman's Home Companion* has issued a reader-editor report on "Home Laundry Problems."

Edwin C. Kennedy has been named eastern advertising manager of *The American Weekly* . . . William P. Hamann has been appointed New England manager of *Fortune* . . . Jack Gilmer has become Detroit manager, O. L. Helfrich sales promotion manager, and Perry Githens publicity manager of *Liberty* . . . Edward Faust is now promotion manager of *Physical Culture*.

True Story has issued a study on purchases of nationally-advertised brands by super market customers . . . *Esquire* finds that its readers will purchase 1,569,481 transportation tickets, for business purposes only, this year . . . *The Farm Journal and the Farmer's Wife* reproduces "The Pied Piper of Hamelin," by Robert Browning, in a promotion piece mailed to advertisers to present the "Pied Piper of the farm" as the theme of an advertising campaign.

Capper's Farmer will soon introduce a new make-up which will permit advertisers to use one-third and two-third page units—as well as quarters, halves and smaller space—in the back of the book.

Capper executives discovered what they call an inconsistency in the make-up of large size books. The editors in their front-of-the-book features use a three-column make-up because in their judgment that unit is best adapted for selling their fiction and articles to readers.

Heretofore, the business department, by a four-column make-up in the back of the book, has said in substance to advertisers: "What is good for selling editorial features, is not good for selling your product."

Radio News

A "Media Records," to determine radio advertising "activity and trends, especially in the national spot and local fields," was discussed last fortnight by the steering committee of the Sales Managers Division, National Association of Broadcasters. The data would be made available to member stations, agencies and advertisers . . . A program committee headed by William R. Cline of WLS, Chicago, and chairman of the Sales Managers' Division, was named to plan for "Broadcasters' Night" at the convention of the Advertising Federation of America in Chicago, June 23-27.

CBS is acquiring Little Pea Island in Long Island Sound and—subject to approval of the Federal Communications Commission—will replace its present WABC tower at Wayne, N. J., with a new 350-foot tower on the island . . . WHBC, Canton, has joined Mutual Broadcasting System as its 131st affiliate . . . WOXR, New York, is increasing its power from 1,000 to 5,000 watts . . . CBS reports that net profit for the first 1940 quarter was \$1,552,031.39, as against \$1,163,947.31 in the first 1939 quarter.

G. W. (Johnny) Johnstone, for five years director of publicity and special features for WOR-Mutual, at New York, has

become radio director of the Democratic National Committee. Dave Driscoll succeeds him in charge of special features, and publicity will be handled by a separate department . . . George H. Allen has joined WOR's sales promotion department, assuming the duties of Horatio Locke, who has been advanced into the position formerly held by George Mateyo, now with CBS . . . Harry W. Witt, CBS Southern California sales manager, has been elected president of the Southern California Broadcasters Association . . . E. F. (Bob) Wheaton, formerly with *Hygeia*, has formed Bob Wheaton Radiofeatures, New York . . . Virginia Clegg has been placed in charge of distributor and local artist promotion for Columbia Recording Corp.

Sponsors and advertising executives have been invited to visit NBC, at Radio City, New York, "after hours," and meet Juan de Jara (John) Almonte, major domo of



"Official host" of NBC "after hours" is Juan de Jara Almonte who will extend information and the hand of friendliness to advertisers and agency men.

nighttime operations. "If it were possible for a large organization such as NBC to capture and crystallize its personality in a single human being," says Roy C. Witmer, vice-president, "John Almonte might reasonably assume that role."

WBZ, NBC affiliate in Boston, is building new 50,000-watt transmitting facilities at Hull, Mass., on Boston Harbor.

Newspaper News

Continued gains in automotive advertising—17.9% in March, 28.3% in the quarter—were the brightest spot on the newspaper lineage horizon in 1940's first three months, Media Records has found in its analysis of 52 cities. All major groups gained from the first quarter of 1939—retail, 2.1%; general or national, 3.6; financial, 3.2, and classified, 2.2. Total newspaper lineage in these cities was up 2.2 in March, 3.4 in the quarter.

George W. Nelson has been appointed advertising director of the *Philadelphia Record*, succeeding the late Richard C. Laughlin. John D. Denison, Jr., national advertising manager, also will act as assistant advertising director, and Richard M. Fishel succeeds Mr. Nelson as local advertising manager . . . William Benton, vice-president of the University of Chicago and former New York advertising agent, temporarily is "acting as consultant in creating sales and promotion policies for PM," New York daily which will appear in June, said Ralph Ingersoll, editor. Mr. Benton's duties with the newspaper will end July 15, and he will return to the university October 1 . . . Ralph C. Ruggles, from the *Philadelphia Public Ledger*, has become eastern manager of G. G. Shannon & Co., newspaper representatives . . . Frank H. MacCallum becomes advertising manager of the *Brooklyn Citizen*.

Chattanooga *Evening Tribune* has appointed DeLisser-Boyd, Inc., national ad-

vertising representatives . . . Reading *Eagle* and the Reading *Times* have appointed John H. Perry Associates national representatives.

Business Paper News

Conover-Mast Corp. and Lloyd Simonson, New York, have formed Industrial Directories, Inc., to publish *Plant Production Directory* . . . *India Rubber World* and *Tires*, Bill Brothers publications, had the largest April lineage in ten years . . . Atkins Publishing Co., New York, will introduce *Children's Institutions*, a monthly "devoted to administration, maintenance and operation of children's institutions throughout the country." Gordon M. Atkins will be editor, and Stanford R. Brown advertising manager . . . *Water Works & Sewerage*, New York, had 108 pages of advertising, a record number, in its April "convention and reference data" number.

Derby Foods Adopts Informative Labels

After almost a year of "consumer-producer collaboration," Derby Foods, Inc., Chicago, has adopted for its 36 canned meats and meat combinations informative labels which "go measurably farther in giving information in certain respects than accepted interpretation of the law would require." By Fall the company expects to reach national distribution with the new labels.

To determine what consumers want on food labels, Derby formed an advisory committee composed of 19 heads of consumer groups, women's organizations, university home economics departments, consumer advisory services and food editors of women's publications. The committee recommended the following specifications for labeling information, which have been incorporated in the new Derby labels: Detailed list of ingredients set forth in the order of relative weight, thus giving an indication of the relative proportion; cuts of meat used in products in which the meat ingredient is of some importance; precise number of cupfuls, slices or servings in each can; carefully tested recipes and suggestions for serving; directions for opening, heating or chilling; full information as to style of pack (whether skinless, loaf, corned, roast, etc.); and more accurate picture on label.

Most of the members of the committee based their recommendations on consultation with their own staffs or with organization members, and one advisor made a survey of housewives' opinions in a representative community, it was said.

Folios of the new labels are available to consumer groups, the company reports, and in June a brochure containing full details will be issued to heads of women's organizations.

Wanted: 50,000 Campaigns to Modernize Main Street

(Continued from page 24)

They found him in Mr. Lee Patton, in the abstract and real estate business. He owned an old two-story brick building in the block. The lower floor was rented to a restaurant man who paid \$50 a month rent. The upper floor had been vacant as long as anyone could remember and the roof leaked.

Originally Mr. Patton had invested \$5,000 in the property. He felt that any salvage which might prolong the investment would be worth while. The cost was figured at \$8,500 and Mr. Patton gave the word to go ahead. The fire walls were lengthened 15 feet. Result: A decrease in fire insurance from \$2.76 to 93 cents and a credit of 40 cents for the neighboring buildings because of the increased fire protection to them.

New Money, New Jobs

New plumbing, lighting, and heating went into the building. A 20-year guaranteed roof replaced the old sieve, a new front of glass and stucco with wide casement windows gave a brand new look to the building. The first floor was completely renovated for the restaurant and the second floor was converted into a fine suite of offices on the front and modern living quarters in the rear. The owner occupied this floor with his business and family. The restaurant man increased his rent 50%, and Mr. Patton charged himself reasonable rent for the quarters he occupied. Result: An increase in revenue each year of from 7 to 11%. The modernized building is good for at least 20 years of service.

Perhaps the most important thing about this instance was the circulation of \$8,500 of new money in a town of 8,000 people, and the jobs that were made for skilled and unskilled labor.

There are dozens of other buildings in the town that need the same treatment. Complete modernization of the business district would produce from \$300,000 to \$500,000 of improvement work. Multiply that by the needs of

every other town and you gain some conception of what the looks of Main Street can mean in dollars and cents.

Service, which still looms large on the horizon as one of the sales manager's biggest selling tools, is taking on a new meaning. We have practically solved the problem of servicing our own products as far as price, quality, and deliveries are concerned. Here is something new in the way of service at the sources of business and purchasing power.

By setting aside 10% of his time for

research in this field the sales manager can create business for his customers and for his customers' community. It is a new and largely unexplored field that has possibilities far beyond our present ability to visualize.

PHOTOSTAT 5c!

Prints low as

Genuine Photostat prints now low as 5¢ to 8¢ each! Flawless reproduction of testimonial letters and orders, sales promotions, etc. For office duplication, often costs less than typing, contact boxes, offset. See for yourself! . . . Mail orders receive exacting attention.

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Your Gracious Host.. From Coast to Coast



The Gotham



The Drake

The Blackstone



The Town House



Bellevue Biltmore

KIRKEBY HOTELS

California Opportunities

Authentic, local data supplied on all business subjects. Personalized investigation on individual questions. Unbiased authoritative surveys and reports. CORRESPONDENCE INVITED. The 1940 issue of book "Opportunities in California" now available — will be sent postpaid for \$1.00.

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JUST OUT

The Analysis and Control of DISTRIBUTION COSTS

By J. Brooks Heckert, C.P.A.

HERE at last: the twin tools of modern management—analysis and control—applied to show you what to do, where to act, to get sales costs down and keep them down.

Ready for use—a definite plan of attack covering the actual steps required—how to analyze your sales situation and find out where troubles are; how to set up controls by which to check results, hold to standards, and direct sales efforts for greatest profit.

What the Problems Are; Tested Methods and Procedures

ANALYSIS—by Territories, Commodities, Methods of Sale; by Customers, Size of Orders, Operating Divisions, etc. **Distribution Cost Standards and Control.**

CONTROL of Expense—Direct Selling, Advertising, Transportation, Warehousing and Handling, Credit and Collection, Financial. The Distribution Cost Budget, Accounting Methods, Reports, Government Regulation; Price \$5 Differentials. 420 pages, 83 forms.

Practical for the president and the controller—who must organize this whole vital problem. **Practical** for the sales manager—how to use data the accountant can get him. **Practical** for the accountant—how to produce data these executives need.

Order now from Dept. M390. Enclose check for price and we'll pay delivery. Five-day approval privilege—money back if not satisfied.

THE RONALD PRESS COMPANY
15 E. 26th St. PUBLISHERS New York



COME TO Chicago and HOTEL KNICKERBOCKER

For the best VACATION You Ever Had

Nowhere else will you find such facilities for sport and recreation. Located in the heart of this great city, one block from Lake Michigan, you will enjoy swimming at the fine sandy beaches. Lincoln Park, one of the true beauty spots of the world, is just a few blocks north of the Knickerbocker. Here, golf courses, tennis courts, and bridle paths will delight even the most professional sportsman. • For a gay vacation, come to Chicago; make your headquarters at this modern and very newest Chicago hotel.



ALLAN G. HURST
Manager

HOTEL CHICAGO'S KNICKERBOCKER



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

It Seems That Things Happen When the Journal Comes Out

The story of the Griffins, famed family x-rayed by the *Ladies' Home Journal* as part of that continuing study of "How America Lives," has been told and re-told. If among the readers of this column there are sales and advertising executives, however, who have not seen "Things Happen When the Griffins Come Out" as published in spiral-bound booklet form by LHJ, we suggest it as well worth securing. Not only because of the response shown in the letters, telegrams and other evidences of the relationship between a magazine and its readers, but also as an excellent example of that follow-through which is so essential in any sales promotion program. Send requests to Bernard Barnes, the *Ladies' Home Journal*, Curtis Publishing Co., Philadelphia, Pa.

NBC and Peter Arno Reflect on Red Network Advantages

While on the subject of follow-through in a sales promotion program, we nominate for the attention of the sales and advertising higher-ups who determine radio policies, NBC's recent "It's Not Done With Mirrors." This is no market study, no statistical survey. Rather, that difficult job of interpreting in simple terms a subject about which controversy constantly whirls—the importance of a radio network, and how it gets that way! With the aid of Peter Arno's inimitable cartoons, NBC presents in 20 large pages the story of the Red Network—its stations, and what they contribute; its programs, as evidenced by Crossley, Hooper, and numerous publication popularity polls; its listeners, as revealed through 46,192 radio families (Crossley); and last, by no means least, its advertisers. NBC has only a limited stock of this costly book, which is being distributed only to executives of national advertising organizations and their agencies. If you have been missed in its distribution to date, drop a line to Roy C. Witmer, National Broadcasting Co., Inc., RCA Building, Radio City, New York, N. Y.

New Bulletin on Advertising Ideas—With a Sales Slant

"98 Provocative Advertising Ideas for Manufacturers" is a bulletin containing examples of significant current advertising thoughts and practices, just published by the Grey Advertising Agency, Inc. Covering many phases of advertising procedure, the bulletin deals with such subjects as: Successful copy appeals; coupons; prem-

iums; localized national copy; consumer contests; cooperative advertising; direct mail; legal protection of advertising slogans; free offers; sales and copy tests; point-of-sale advertising; getting jobber cooperation; sales portfolios; packaging; catalogs; match book advertising; merchandise deals; capitalizing on case histories, etc.

The bulletin is available to sales and advertising executives only, on request to The Grey Advertising Agency, Inc., 128 W. 31st St., New York, N. Y.

Raleigh Market, Third in South-East, Mapped by WPTF

For a condensed but amply factual analysis of the Raleigh, North Carolina, trading area, a brochure recently published by Station WPTF will fill many a need. The day coverage area of the station is mapped, in color, likewise the night coverage area. For each area, identical data are provided on population, auto, radio and telephone ownership, retail sales (1938) by classifications, showing both stores and volume, with concluding statistics on payrolls and manufactured products value. Comparing the trading area with 40 other areas in the South Atlantic states, the study shows the population and 1938 retail sales volume of each of these markets, using BBD&O trading area maps and SM (1939 Survey of Buying Power) retail sales estimates. Requests for "WPTF, Raleigh" should be sent to R. H. Mason, WPTF, Raleigh, N. C.

Royal Booklet Excellent Example of Consumer Service

If you are toying with the idea of a consumer service booklet, to explain and extend the use of your product among purchasers, it's a safe guess that "How to Make Every Letter Better," published by the Royal Typewriter Co., should be suggestive. Pocket (or handbag) size, this 30-page booklet is a handbook of helpful hints for secretaries AND executives. Containing perfect punctuation shortcuts, commonly misspelled words, simple rules on grammar, salutations and closings, good and bad spacing illustrations, the booklet is one which will find a place in thousands of offices, as it is now being distributed through the company retail organization, without charge, to business houses. Well worth getting, and we suggest that you send your request direct to W. H. Beckwith, Royal Typewriter Co., Inc., 2 Park Avenue, New York, N. Y.

Brand Preferences in a Typical Suburban Market

This column is always interested in the market and promotion activities of the smaller newspapers of the country, some of which are performing prodigies of service on decidedly limited appropriations. The most recent, from the Upper Darby News, is a "Buying Habit Survey of Upper Darby and Eastern Delaware Co., Pa." In two parts, covering (1) brand buying preferences of 78 grocery items, 20 drug products and tobacco; (2) retail buying habits, by stores, plus preferences on automobiles, gas, oil, and tires, radios, refrigerators; and a breakdown of occupations and reading habits. Presented as a cross-section of buying habits among families of a representative middle-income suburban community, the survey is available on request to Paul de Guzman, Test Market Newspapers, 110 East 42nd Street, New York, N. Y.

PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS. \$2,500 to \$25,000. This thoroughly organized advertising service of 30 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

EXECUTIVES \$2,400—\$25,000—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. JIRA THAYER JENNINGS, DEPT. A, 9 CENTER STREET, NEW HAVEN, CONN.

EXECUTIVE POSITIONS—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. THE EXECUTIVE BUREAU, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

LINES WANTED

ESTABLISHED MANUFACTURERS' REPRESENTATIVE covering Chicago-Milwaukee area, 20 years executive engineering background: both electrical and mechanical experience, charge product and tool design, with direction sales engineering for leading manufacturers. Wants line where this experience will prove a mutual asset. Box 704, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

The FOLLOWING SALESMEN AND/OR sales organizations have filed with SALES MANAGEMENT bids for new or additional products to be sold in the territory designated. Manufacturers interested in establishing contact with any of these sales representatives should mention the key-number at the beginning of the advertisement. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Ag-79: Territory: Western N. Y., hdqrs., Buffalo. Wants lines selling to industrials, tool and machinery makers, either as manufacturer's representative or district manager.

Ag-80: Territory: All or part S. E. states, hdqrs., Birmingham, Ala. Wants additional lines to sell electrical and hardware jobbers.

Ag-81: Territory: Metropolitan New York, Phila., Baltimore, hdqrs., New York. Wants products selling to electrical mfgs. and jobbers, preferably motors and specialties.

Ag-82: Territory: Metropolitan N. Y., hdqrs., New York City. Wants novelty items for insurance companies or agents.

Ag-83: Territory: Metropolitan New York, New Jersey. Wants beverages and syrups. Has warehouse and delivery facilities.

Ag-86: Territory: Metropolitan New York, hdqrs., New York City. Wants notions or housewares items.

Ag-87: Territory: New England, hdqrs., Boston. Wants industrial, building, lighting, hardware and cosmetic products selling to jobbers, wholesalers and department stores.

Ag-89: Territory: Denver, Los Angeles and intervening states, hdqrs., Denver. Wants any meritorious product.

Ag-90: Territory: National, hdqrs., Buffalo. Wants attractive items to be sold by mail.

Ag-91: Territory: Metropolitan N. Y., hdqrs., N. Y. Wants exclusive distributorship for national advertised line in electrical hardware, automotive, toiletries or drugs. Will invest in right product.

Ag-92: Territory: Mich., N. W. Ohio, hdqrs., Detroit. Wants products selling to plant, power &

LINES WANTED—Continued

production engineers, chemists or metallurgists in industrial concerns. Self-sustaining line or two non-competing lines.

Ag-93: Territory: Cal., hdqrs., Los Angeles. Wants lines selling through grocery and drug trade.

Ag-94: Territory: Philippines, hdqrs., Manila. Wants auto accessories, electrical supplies, hardware, paper, stationery, chemicals, dyes, cutlery, silverware, brass & leather goods, textiles, drugs.

Ag-95: Territory: Pacific N.W., hdqrs., Multnomah, Ore. Wants mill supply, plumbing & industrial supplies selling to either jobbing or industrial trades.

Ag-96: Territory: Chicago, Minneapolis, Milwaukee, Duluth, St. Paul, Des Moines, Kansas City, St. Louis, hdqrs., Chicago. Wants hardware, drug, gift, dental supplies, school & stationery supplies selling to dept. stores & jobbers.

Ag-97: Territory: Ill., hdqrs., Chicago. Wants exclusive representation of meritorious product in Chicago and entire state of Ill.

Ag-98: Territory: Northeastern O., hdqrs., Akron. Wants beauty shop specialties; raw materials or machinery supplies used in manufacture of rubber products.

Ag-99: Territory: Metropolitan N. Y., hdqrs., New York City. Wants builders' hardware, tools selling to jobbers and dealers.

Ag-100: Territory: Madison, Milwaukee, southern Wis., Chicago, & Ill., northern Ind., river towns in Ia., hdqrs., Chicago. Wants products selling to automotive, electrical jobbers; mill suppliers; hardware, airconditioning, refrigeration wholesalers.

Ag-101: Territory: Cal., hdqrs., San Francisco. Wants equipment selling to electric, gas, water, oil utilities, & municipal, state, & national buying agencies.

Ag-102: Territory: L. A. & territory, hdqrs., L. A., Cal. Wants products selling to doctors, dentists, hospitals, etc.

Ag-103: Territory: Ky., Tenn., hdqrs., Knoxville. Wants any meritorious service or product.

Ag-104: Territory: Pacific N. W., hdqrs., Spokane. Wants lines selling to hardware, electrical, furniture trades; dept. stores.

Ag-105: Territory: Ind., Ky., southwestern W. Va., southwestern O., hdqrs., Cincinnati. Wants lines selling to electrical, hardware, automotive & mill supply jobbers.

POSITIONS WANTED

SALES MANAGER'S ASSISTANT

Capable executive, accustomed to relieving busy sales manager of many important responsibilities in preparation of lines, direction of salesmen, marketing campaigns, sales promotion, sales service, selling costs, coordination with production; manufacturers of consumer products sold through retail stores.

Eight years present employment; possibilities further growth exhausted. New connection desired where general sales assistance may lead to more highly specialized field.

Clean cut, well educated, Gentile. Versatile, resourceful, dependable. Salary requirements moderate. Box 717, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

THOROUGHLY EXPERIENCED ADVERTISING

man, 28 years old, now in charge of Advertising for internationally known firm. Producer of outstanding direct mail—publication advertising—house organs—sales promotion—etc. Formerly Agency Copy Writer and Production Manager. Eager for greater opportunity with Agency or Manufacturer. Let me show you samples of my work. Address Box 718, SALES MANAGEMENT, 420 Lexington Ave., N. Y. C.

AN AMBITIOUS JOB SEEKER, graduating prominent business administration college next month (majored in marketing and merchandising) is anxious to prove his worth in sales promotion field. Are you interested in more details? Box 719, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

PHOTO POST CARDS

PHOTO POST CARDS

Newest, most economical method of displaying any product. Samples and prices on request. Graphic Arts, Hamilton, Ohio.

REPRESENTATION WANTED

WELL ESTABLISHED LOOSE LEAF MANUFACTURER is bringing on the market a new line of sales presentation binders. Based on new mechanical principles these binders are far superior to any now available. Fully protected by patent. Straight commission, exclusive territory. All or part time. Box 716, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

THE FOLLOWING MANUFACTURERS HAVE filed with SALES MANAGEMENT bids for sales representation in the territory or territories described, for lines designated. Sales agents interested in establishing contact with any of these manufacturers should mention the key-number at the beginning of the advertisements. This department is conducted solely as a service and SALES MANAGEMENT cannot guarantee the integrity of any of the individuals or firms represented in this list. To the best of our knowledge they are reliable. Address: READERS SERVICE DEPT., 420 Lexington Ave., New York City, N. Y.

Mf-36: Product: Artificial food reproductions sold to restaurants, meat markets, electrical stores, etc. Territory open: East of Mississippi.

Mf-38: Product: Metal turning lathe. Territory open: National.

Mf-39: Product: Steam unit heater and exhaust fan, for stores, offices, industrials. Territory open: National.

Mf-41: Product: Drug item to be sold by state, district, or county representative as side line or only line. Territory open: National.

Mf-42: Product: Water and metal treatment for boilers for industrials and buildings; hot surface paint for stacks, etc. Territory open: Mo., Wisc., Minn., and West.

Mf-43: Product: Office specialty, selling direct to commercial houses federal, state, county, city depts. Territory open: All except Chicago, New York City, Boston, Philadelphia.

Mf-45: Product: Modern streamlined computing scale for use in grocery stores and meat markets. Territory open: East of Mississippi.

Mf-46: Printing and advertising novelties, calendars, fans and printed gum tape. Territory open: National.

Mf-47: Product: Advertised drugs, toiletries, cosmetics and sundries selling to drug, dept. stores, chains and syndicates. Territory open: Wis., Ill., Ind., O., Minn., Ia., Mo.

Mf-48: Product: Roof ventilators, sold to roofing, sheet metal and heating contractors. Territory open: East of Mississippi.

Mf-49: Product: Battery compound for prevention of corrosion, sold through auto accessory, service station dealers. Territory open: National.

Mf-50: Product: Paint line selling to dealers, industrial maintenance, contractors. Territory open: Northern N. Y., Western Pa., Md., W. Va., New England.

Mf-51: Product: Portable, stationary money-meters leased to transportation companies, pools, beaches, amusement parks, toll bridges, etc. Territory open: National and foreign.

Mf-52: Product: Stationary coin meters leased to restaurants, lunch counters, concessionaires, etc. Territory open: National and foreign.

Mf-53: Product: Sideline for salesmen calling on retail drug and chain store trade. Territory open: National.

Mf-54: Product: Industrial heavy lubricant, established and repeating business. Territory open: S. E., and Canada.

Mf-55: Product: Paints, varnishes & specialties for jobbers, dealers, institutions & maintenance trade. Territory open: Eastern & central states.

Mf-56: Product: New low-priced dress & women's sportswear display form selling direct to variety, dept., & women's apparel stores. Territory open: National.

Mf-57: Product: New product for representative with bakery & restaurant following. Territory open: National.

Mf-58: Product: Drafting specialties & equipment selling to art supply houses, engineering depts., architects & schools. Territory open: National.

Mf-59: Product: Specialty product for home selling direct to consumer. Territory open: National.

Mf-60: Product: Automotive liquid cleaner that polishes & maintains silver surface; sold to fleet owners, service stations & garages. Territory open: National.

COMMENT

BY RAY BILL



NEW BARRIER LAWS: Nearly every week new evidence comes to light which emphasizes the soundness of the suggestion made by the National Federation of Sales Executives to the Temporary National Economic Committee that the Bureau of Foreign and Domestic Commerce operate a continuous reporting service on proposed barrier laws coming before state, county and municipal legislatures. A great majority of the existing barrier laws were placed on the statute books because no particular fight was made against them—and no particular fight was made against them because neither business nor consumers were properly informed about them.

On April 22 Governor Lehman of the State of New York signed the Goldstein Bill, A-786, which deals with untrue and misleading advertisements and which makes it a misdemeanor to place before the public "in a newspaper, magazine or other publication, or in the form of a book, notice, circular, pamphlet, letter, handbill, poster, bill, sign, placard, card, label, or tag, or over any radio station, or in any other way, an advertisement, announcement or statement of any sort regarding merchandise, securities, service or anything so offered to the public which contains any assertion, representation or statement of fact which is untrue, deceptive or misleading."

There may be no valid objections to this bill on the part of business. Certainly honest business men will not object to the intent of laws which are designed to protect both business and consumers against false and misleading representations, but there is some question as to whether this particular law and other laws like it are drawn properly. The big point to business is that this particular bill is typical of so many which go through without the knowledge of business men. We have tested this particular bill on a number of generally well-informed marketing executives and not a single one knew of its introduction, or the debate concerning it or its final passage.

Business men can help themselves by taking up with their Congressmen and Senators the proposal of the National Federation of Sales Executives. If a few of them can be made to see the importance of the proposal, one of them will be smart enough to introduce a bill in Congress, if this be necessary, or a group can be formed to get a sufficient additional appropriation for the Bureau of Foreign and Domestic Commerce to make such a study possible.

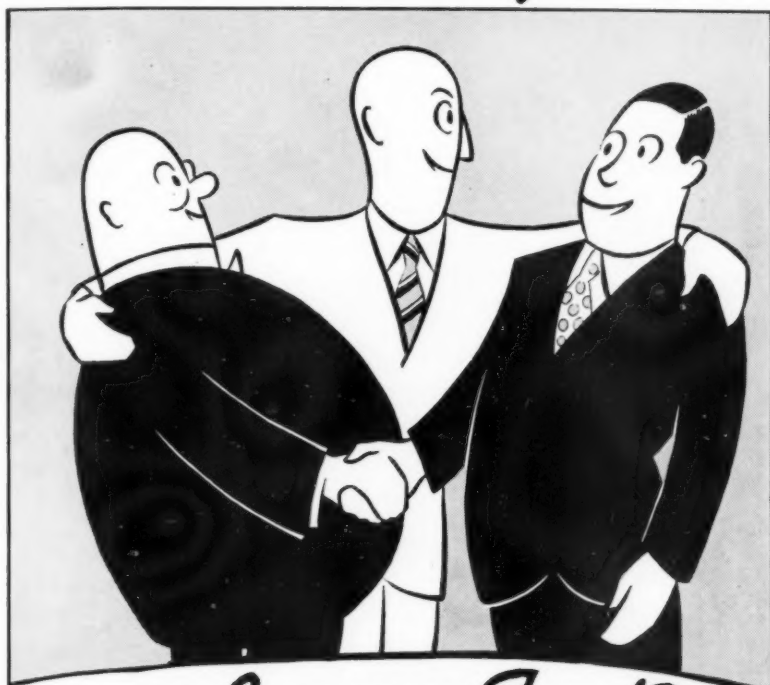
APTITUDE TESTS FOR SALESMEN: The hunger on the part of sales executives for more information about the possible application of aptitude tests in selecting salesmen was well evidenced last week in the addresses and discussions at the two-day meeting held in New York by the American Management Association. Even the psychologists and the business consulting organizations that have done the most experimenting with aptitude tests admit that the procedures thus far developed are still far from the stage where they can be called scientific. The work that has been done is interesting, certainly, but it is not conclusive. For this reason it is hard for a magazine such as SALES MANAGEMENT to present material on the subject which is really helpful. The most we can do is to report on certain projects which have been carried through, and to show what type of experimentation is now going on.

In several early Summer issues we shall present two or more articles by Dr. Robert N. McMurray of the Psychological Corporation, which will outline a project sponsored by a mid-west manufacturer who sought to determine by test which salesmen in the organization were best fitted for promotion to branch managerships and supervisory positions in sales. By Fall we may have some additional data resulting from experiments the editors of this magazine are now working out in collaboration with a consulting analyst and a small group of companies in diversified industries who have consented to administer tests to their own sales organizations.

Almost all the authorities in the field of aptitude testing seem to agree that no one has yet devised a single test which will produce significant results. Most of them use two or more tests and "balance" the findings. Most of them agree, furthermore, that no single procedure can be applied, but that each must, to greater or less degree, be custom-built for the industry and the company whose men are being analyzed.

If you are interested in aptitude testing for your own organization, don't, therefore, look for any formulas, because there aren't any. And keep in mind the danger of attempting to administer any test yourself without access to experience in the field or without the aid of someone who has made some specific study of the interpretation of results. Testing will some day be scientific, but there are years of work to be done before it attains that status.

Introducing America's Most Exceptional Market



1940 Income Tax Returns
Up 81% in Michigan

The Detroit Market
Accounts for
65%
of Michigan's
Income Tax
Returns

Largest Increase for any State in U.S.

The fact that Michigan showed an 81% increase in income tax returns this year—the NUMBER ONE INCREASE of any state in the U. S.—is of particular significance to advertisers in the Detroit market. For the Detroit trading area, alone, accounts for 65% of the total income tax returns of Michigan. And the Detroit Trading Area can be covered adequately with

ONE newspaper—The News—which has 95% of its total weekday and 83% of its total Sunday circulation concentrated in this area!

Let The News deliver your sales messages to the most able-to-buy homes in the greatest industrial market in the world—the Detroit market! The News has the largest city and trading area circulation of any Detroit Newspaper—79.7% Home Delivered!

THE DETROIT NEWS

THE HOME NEWSPAPER

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ

"How long does it take to install?"



With a prospect who has *not yet indicated a decision to buy*, which of these responses would you recommend your salesmen to use in answering the above question?



- a. "About two days."
- b. "About sixteen hours."
- c. "It depends on the model."
- d. "Do you live in the city?"
- e. "When could our men get in?"

ADVERTISING, like personal salesmanship, produces greater results when it takes maximum advantage of the *selling opportunities which your prospects open up to you*.

Every day of the week, Chicago's best customers for advertised merchandise give you an opportunity to address them in circumstances which are ideal for selling.

These are the metropolitan Chicagoans who, every day of the week, buy more than 800,000* copies of the Chicago Tribune in order to get the news of the day, entertainment, and *buying ideas*.

When you advertise in the Tribune, you reach Chicago's largest constant audience—an audience which is *accustomed to buy in larger volume and with greater willingness and speed than when addressed thru*

any other medium in this market.

This fact is proved by the advertising practice of Chicago retailers who, as a group, place in the Tribune a larger share of their advertising budgets than they place in any two other Chicago newspapers combined.

Whatever you sell, or to whom you sell, you can build greater sales and faster turnover by building your Chicago advertising program around the Tribune. Rates per 100,000 circulation are among the lowest in the country.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

*March average net paid total circulation: Daily, over 1,000,000
Sunday, over 1,200,000

